

Autogrill® Group

2013 Afuture Summary



The world of Autogrill...

World leader in food service for travelers

present in **30** countries with

approximately **55,000** employees

and more than **4,500** stores

in over **1,000** locations

The Group mainly operates through concession contracts in **airports, motorways, railway stations**, downtowns, malls, trade exhibitions and cultural sites.

Thanks to its operations in North America, Italy and in other European countries (France, Belgium, Switzerland and Germany the main ones), Autogrill is currently the **world's leading organization operating under concession contracts**.

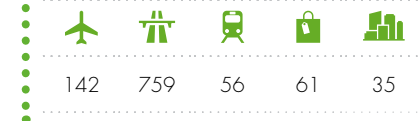
customers:
900m
per year



activities:
90% through
concession
contracts



1,053 locations in the world



Brands

Over **250** brands: **proprietary**
or **licensed**,

international and **local**

to meet different customer
and market needs

Autogrill promotes a **glocal** and **sustainable** vision of catering services, aimed at promoting local food products.

The territory...



HARVEST
MARKET



THE LOCAL
BISTRO MARKET



BISTROT
CENTRALE

LEON
NATURALLY FRESH FOOD



bread

greens

beaudevin[®]
NATURALLY FRESH



... and sustainable food

...and sustainability

2005

The 1st Sustainability Report represented the sustainability entrance within the organization

2007

The  project was conceived to progressively **develop best practices** for sustainability in the countries in which the Group operates

2011

New improvement objectives through Autogrill Afuture Roadmap and Autogrill Sustainability Policy



The 3 sustainability areas



A-People = We want to **take care of our collaborators** so that they provide **value added services** to customers and the local community



A-Product = We want to **think in an innovative way** and offer **products** that guarantee **safety and quality** criteria so that they will enjoy and remember their experience in our **points of sale**



A-Planet = We want to **protect the environment by involving our partners and suppliers** with the contribution of our **collaborators and customers**



"Oscar di Bilancio" 2013 Best Report Award

Category: "Listed and large organizations"



Best Digital Initiative App Vyaggio

FAB Awards 2013 organized by The Moodie Report



Best Commitment to Corporate Social Responsibility

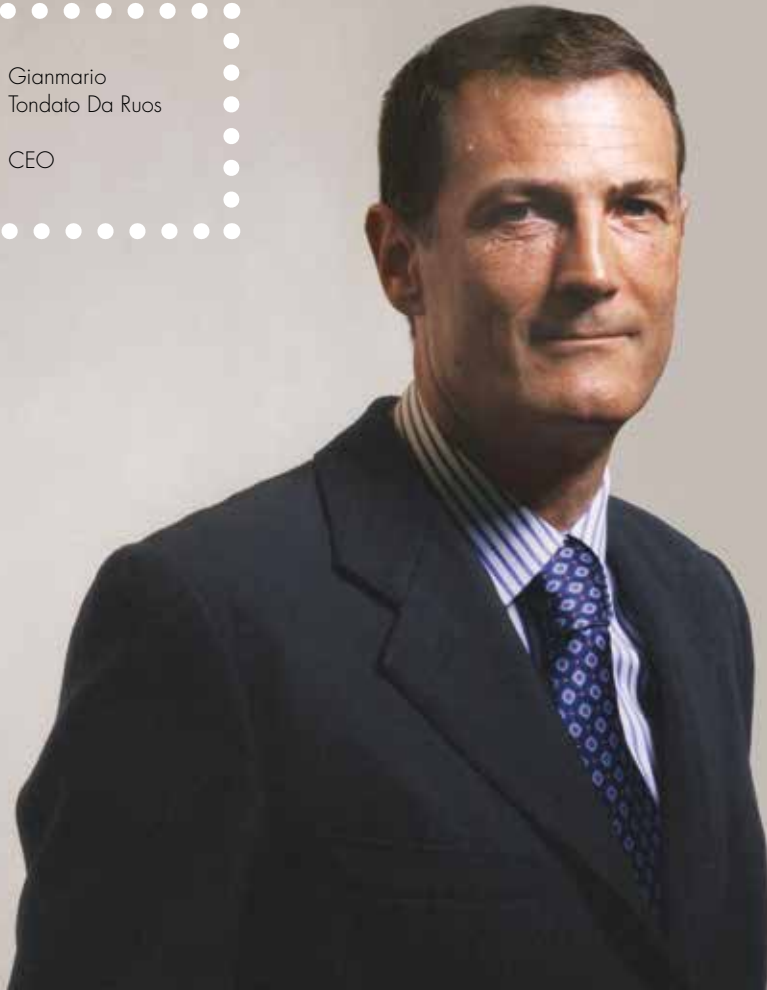
FAB Awards 2013 organized by The Moodie Report



Interview to the CEO

Gianmario
Tondato Da Ruos

CEO



What are the main elements that characterized 2013?

Following the completion of the spinoff transaction our Company is totally focused on Food & Beverage business and have defined our growth strategy along three lines: renewal of the offering, expansion into new geographies and repositioning of business channels.

Concretely, what are the main pillars underlying this strategy?

With respect to the renewal of the offering, we are concentrating on the design of new commercial concepts and the stipulation of agreements with the brands that are most innovative and in line with the increasingly diversified needs of our customers. These actions have helped further raise international awareness of our Group. In the near future our points of sale will be rolling out commercial formats widely different in design, types of products and service. This process, which began only recently, is already bearing fruit.

What about the expansion in new geographical regions?

Regarding the geographical diversification of our business, we have continued to develop in countries with high growth rates by entering Vietnam and Indonesia and extending operations in the Middle East, thanks also to securing a concession at Abu Dhabi Airport. We are convinced that these developments will contribute to the overall growth of our business in the airport channel.

Beside airports, what other channels will the Group target?

The Group is also looking with interest at significant opportunities in railway stations, revitalized by the spreading of high-speed networks, where travellers exhibit spending patterns more similar to those found at airports.

The Group in figures

Autogrill implements long term **development strategies** to translate the opportunities offered by the global dimension of the market in which it operates into **value**, while concurrently meeting **stakeholders'** demands and needs.

Autogrill pursues its objectives by adopting a **modular strategy** according to the **geographic areas** and **channel** of activity: from internationally renowned licensed brands to the ongoing **innovation** of proprietary concepts and from the **partnerships** with national brands to the in-house **development** of specific local concepts.

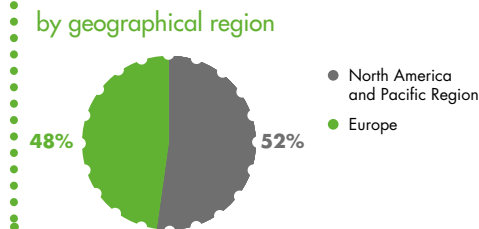
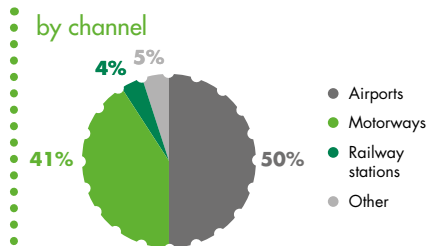


€ **3,985m** revenues in 2013
 € **314m** EBITDA, **7.9%** on revenues
 € **88m** EBIT
 € **673m** net financial position

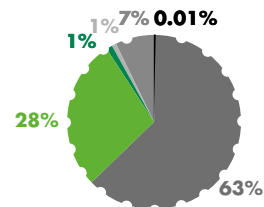


54,898 Group employees
61% women
90% on permanent contract¹
30% aged 21 - 30

revenues
 € 3,985m
 in the world

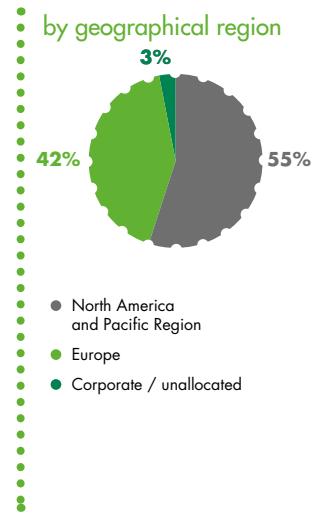


economic value allocation



- Cost of production (suppliers, landlords, brand partners)
- Employees
- Shareholders and investors
- Public Administration
- Retained by the Group
- Donations (community)

total
 investments
 € 163m

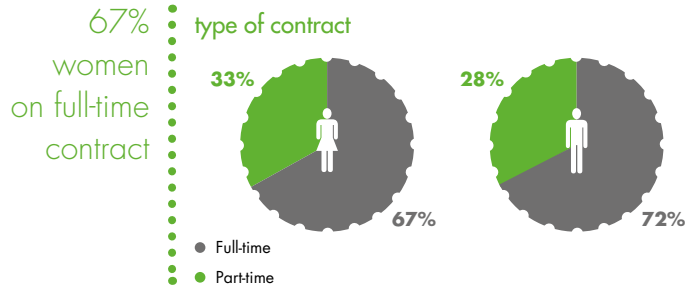
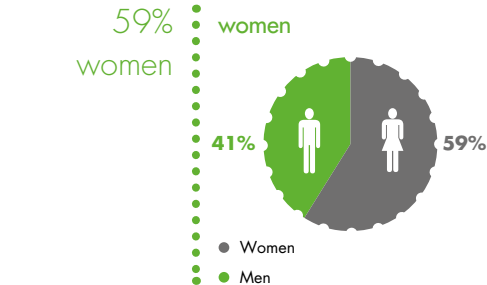
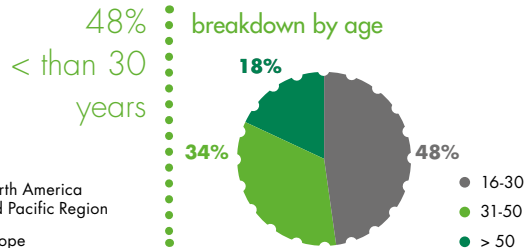
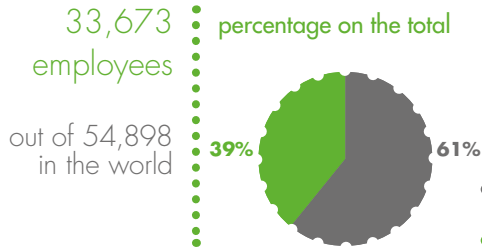


- North America and Pacific Region
- Europe
- Corporate / unallocated

¹ Excluding North America and the Pacific Region where employees are classified based on the currently applicable "At will employment" legislation

North America and Pacific Region

Autogrill carries out activities in **North America** through HMSHost, a division also responsible for operations at Amsterdam's **Schiphol** airport, in **Asia** and **Oceania**.



209 locations

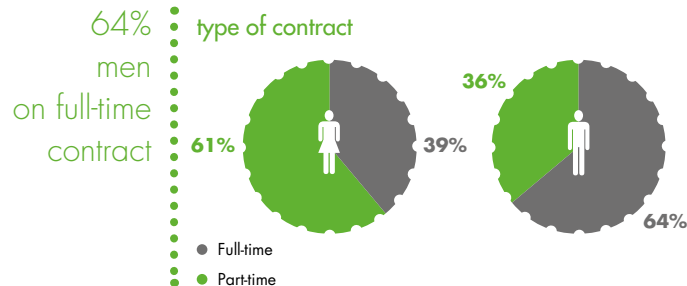
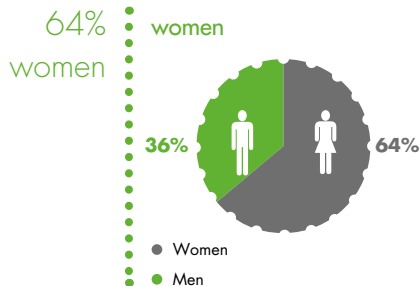
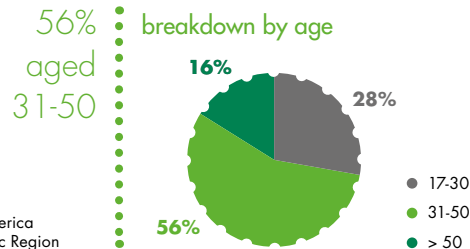
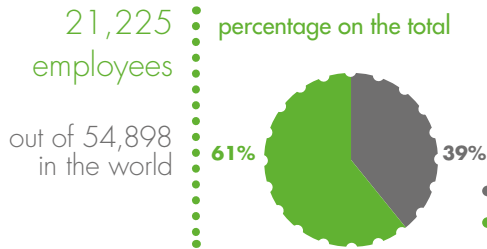
102	99	8

Main brands



Europe

Autogrill carries out activities in **Italy** through Autogrill Italia and through its foreign subsidiaries in the other European countries (**France, Belgium, Switzerland and Germany** the main ones).



844 locations

40 660 56 53 35

Main brands

Commitments, developments and reached objectives



People

EMPLOYEES

2nd edition of the Employee Engagement survey

Over 17,900 interviews in 2013, response index equal to 83%

40

Health and safety Local committees to monitor risks and find adequate solutions

7% reduction in the number of injuries in 2013

51



Product

The Factory of Concepts Market trend analysis and innovative concept design

Opening of Burger Federation in Rome mid-2014, a concept developed by an international team of Group employees

73

Sustainable food Promotion of healthy and balanced lifestyles

Confirmed partnerships with the University of Gastronomic Sciences of Pollenzo and with the Culinary Institute of America

69

Best Railway Station F&B Offer Award 2013

Bistrot Milano Centrale combines sustainability of product offering and environmental protection

35



Planet

Consumption Management systems and new technologies to reduce consumptions

In Italy energy consumption in comparable stores was reduced by 3.74% (4.94 GWh) in 2013

92

Engagement Employee engagement and involvement towards environmental issues

"Afuture" and "Go green": two intranet sections promoting sustainability and suggesting best practices

84



00 focus page in the Sustainability Report

CUSTOMERS

5th edition of "Feel good" Customer satisfaction analysis measuring the quality of products perceived by consumers over 53,600 interviews in 2013 059

Airport Revenue News (ARN) 2013 HMSHost received the prize as best Food&Beverage operator for customer service 035

LOCAL COMMUNITY

Donations Support to the communities through donations and food products

Partnership with Banco Alimentare

About 3 million food portions distributed in 2013 in collaboration with Food Donation Connection 060

Quality and safety Rigorous supplier selection and supply chain control

In 2013, ISO 9001 and UNI 10854 certifications (Quality Management) and SA 8000 Ethic certification confirmed

Renewal of ISO 22000 regarding Food Safety in stores in Italy and Spain 072

Packaging

European packaging mapping and revision of a number of packaging products in a sustainable key and cost reduction

11% weight reduction, use of recycled cardboard
9.54% cost reduction 078

Material management Development of local projects for a responsible management of waste and materials

With WWF: launch of a hub dedicated to food waste involving the Villoresi Est, Brianza Nord and Brianza Sud highway service stations 096

Certifications

To date the Group has 17 LEED certifications

12 LEED Gold and 5 LEED Silver in Canada, United States and Italy

The other environmental certifications obtained in the world are: ISO 14001, EMAS, BBC and HQE 090

The Factory of Concepts



To Autogrill the “Factory of Concepts” means the combination of trend analyses that emerge from the markets with the in-depth knowledge of the requests derived from consumers, landlords and brand partners, in order to design innovative concepts that match our customers’ tastes and satisfy travelers through a mix of design, offering and services.



Bistrot, developed through the collaboration between Autogrill and the **University of Gastronomic Sciences of Pollenzo**, offers genuine food from **local and non-local regions**, enhancing the value of **seasonality, naturalness**, typical recipes, traditional regional recipes and **hand-made products** by establishing synergies with farmers located in the Lombardy region.

Best Railway Station
F&B Offer Award



FAB Awards 2013 organized
by The Moodie Report

To this end, in the Group’s experimental kitchens, **research and development of new products** is a key activity: in Italy **Spazio Fucina** is a true research laboratory where chefs test ingredients, develop ideas, recipes and concepts. Moreover, ongoing innovation goes also through partnerships like that with the **Culinary Institute of America** and the **University of Gastronomic Sciences of Pollenzo**.

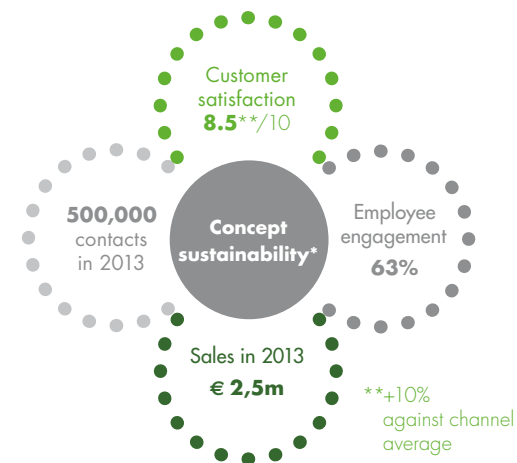
Traditions and seasons

- bread and pizza made on location with cultured yeast
- handmade pasta with local eggs and wheat
- naturally fermented beer, wine from local vineyards
- fresh vegetables, fruit juices and fresh smoothies with fruits and vegetables in season

Next step

In 2014 a Bistrot store will also be opened at the airport of Düsseldorf in Germany.

The Culinary Council is an international program of culinary innovation organized in collaboration with **Identità Golose**, aimed at developing balanced menus thanks to the collaboration and contribution of sociologists specialized in consumer behavior, world famous chefs and nutritionists.



* Data refers to 8 months of store activity

Sustainable stores



To Autogrill the commitment towards the environment goes through ongoing innovation of its operations and unflinching development of new technologies and solutions targeting energy efficiency in stores and, consequently, reduced carbon footprint.

17 LEED certified stores in the world

The Italian Villoresi Est service station obtained the "LEED® New Constructions for RETAIL" Gold certification in 2013, importing this important standard for the first time in the Italian catering industry. This important target was also reached by fifteen LEED® certified locations on the Canadian motorways and by the Delaware service station on the Pennsylvania Turnpike in the US.

The LEED certification factors include:

- design and selection of the location
- materials and resources implemented
- interior design quality
- energy and water efficiency
- reduced emissions

VILLORESIEST A future

Villoresi Est exemplifies international best practice within the Group in terms of sustainable innovation. It implements a set of virtuous solutions in the store, which can be individually replicated in other stores of the Group's global network.

In 2013 it received the following environmental certifications: LEED, ISO 14001 and EMAS.

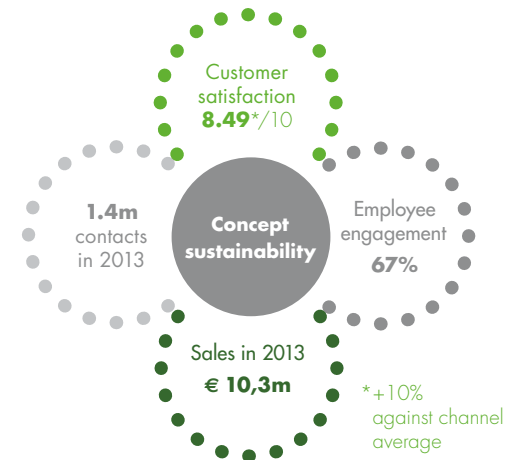
Best Store / Best Customer Experience



Innov@Retail Award organized by Accenture in collaboration with 24 ORE Group

Main characteristics

- geothermal plant with 420 sensors installed in the subsoil 25 m deep, providing an output exceeding 380 thermal kW, covering 85% of requirements in winter
- 350 sqm of collecting coverage seasonally capturing either solar energy or cold
- LED lighting for both interiors and exterior
- Rainwater and groundwater collection system for air conditioning, irrigation, toilet management and firefighting reserve



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