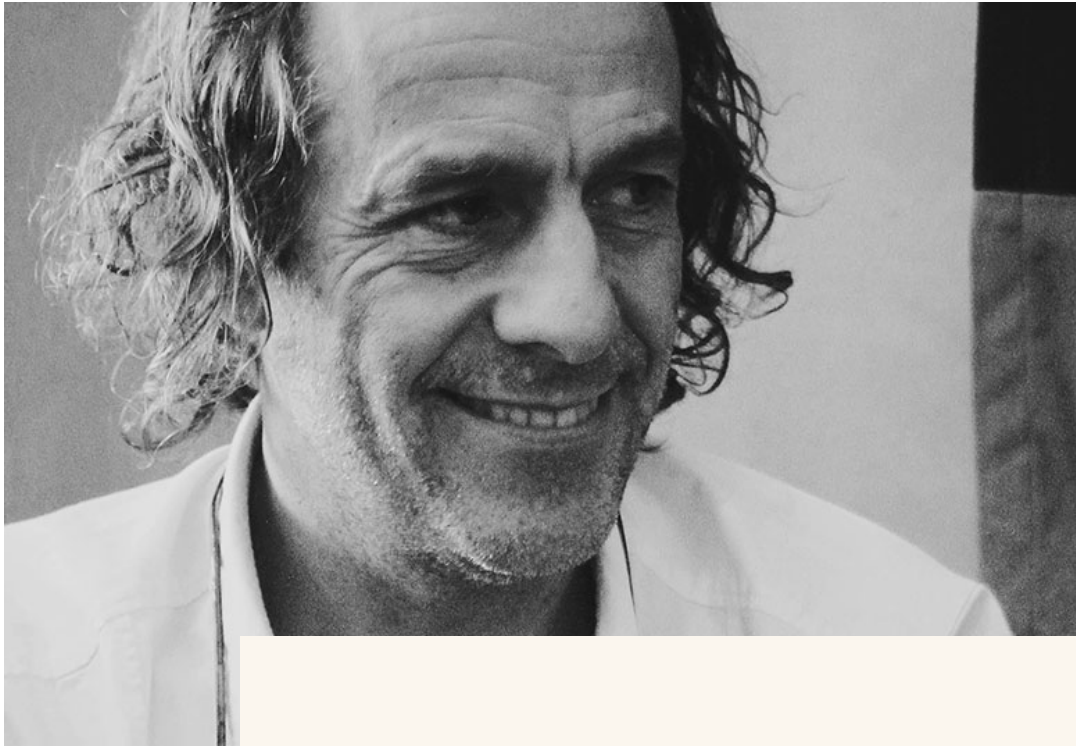




A BRIEF HISTORY AND CURRENT BUSINESS CONTEXT



The origins of Le Pain Quotidien



As a young chef he searched for bread that lived up to his childhood ideal. Coming up empty-handed was perhaps the most fortunate stroke, for Alain realized that the only way to satisfy his yearning for the rustic bread of his youth was to recreate it from memory. Being passionate about quality, he decided to return to his roots and open a bakery where he could knead flour, salt and water into the rustic loaves of his childhood.



“ Be good
not great ”

An iconic brand that communicates authentic values by doing good business



VALUES



QUALITY

Because we care about our guests, we care about the food and drinks we serve. They should always be of the highest quality, just like our service and our atmosphere. We always look for hosts and partners who want to actively contribute to our quality.



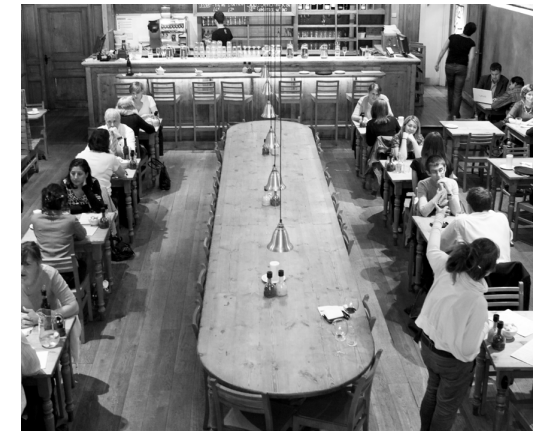
AUTHENTICITY

We care about our bakery heritage – and passing it on to our guests. That's why we offer them a genuine experience, with real food and down-to-earth service in a warm and characterful interior created with authentic materials - something we have been doing for more than 30 years...



SIMPLICITY

We believe that less is more. From the number of ingredients we use to the number of dishes on our menu and our interior choices: we keep everything simple. By omitting everything that is superfluous, we can stay true to our identity. Our simplicity is our strength.



CONVIVIALITY

We care about people. We treat them with kindness and generosity. You'll always enjoy a warm feeling at Le Pain Quotidien, your home away from home. We want our guests to enjoy each other's company. We want our hosts to be motivated by a sense of belonging. And we want our partners to feel as thrilled and involved as we do.

A strong identity: an offering based on 4 icons



IN EVERY LE PAIN QUOTIDIEN



LOGO

For regular guests, every Le Pain Quotidien in the world is recognisable without ever having seen the name or logo anywhere, because of the other brand elements. Of course, recognition from a distance happens because of the logo. For new and less frequent customers, the logo is even more essential and its visibility vital.



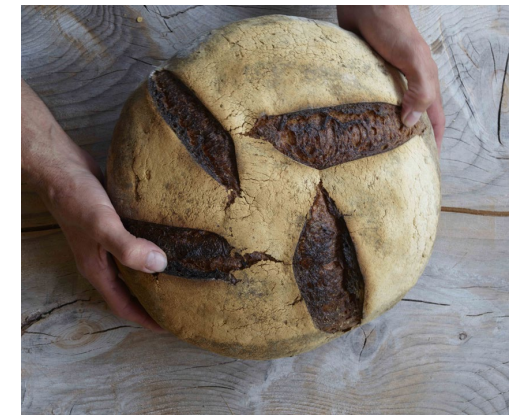
COMMUNAL TABLE

The large communal table at the centre of every Le Pain Quotidien breathes conviviality and community. The table is visible from outside and anywhere inside the restaurant, and customers in the bakery are pulled towards it for a break with a cup of coffee and a piece of pie.



TARTINES

The tartines are what guests want: always seasonal, always with pure ingredients, and always made using the sliced bread that is tasty and healthy and allows for a lot of aesthetic creativity.



SOURDOUGH BREAD

The two-kilo loaf is the one original signature loaf of Le Pain Quotidien. It's the main symbol of the bakery, this is the true 'daily bread'.

The highest food quality offering on all occasions



**ALL DAY BAKERY
AND BEYOND**



ALL-DAY BAKERY



FULL SERVICE RESTAURANT

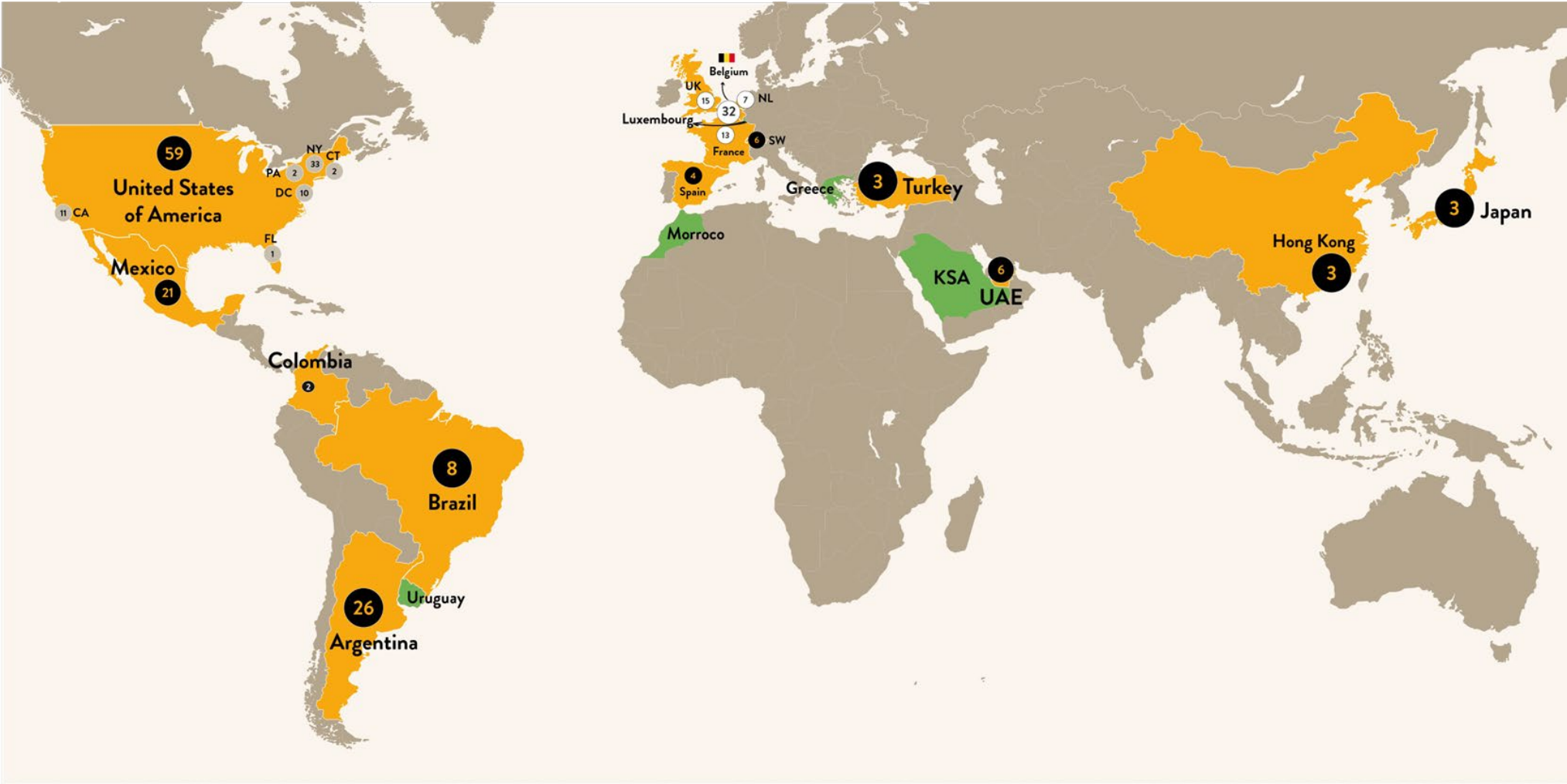


**CORPORATE AND
PRIVATE CATERING**



**ONLINE RETAIL THROUGH
TAKEAWAY AND DELIVERY**

Le Pain Quotidien: A global and successful concept



Agenda

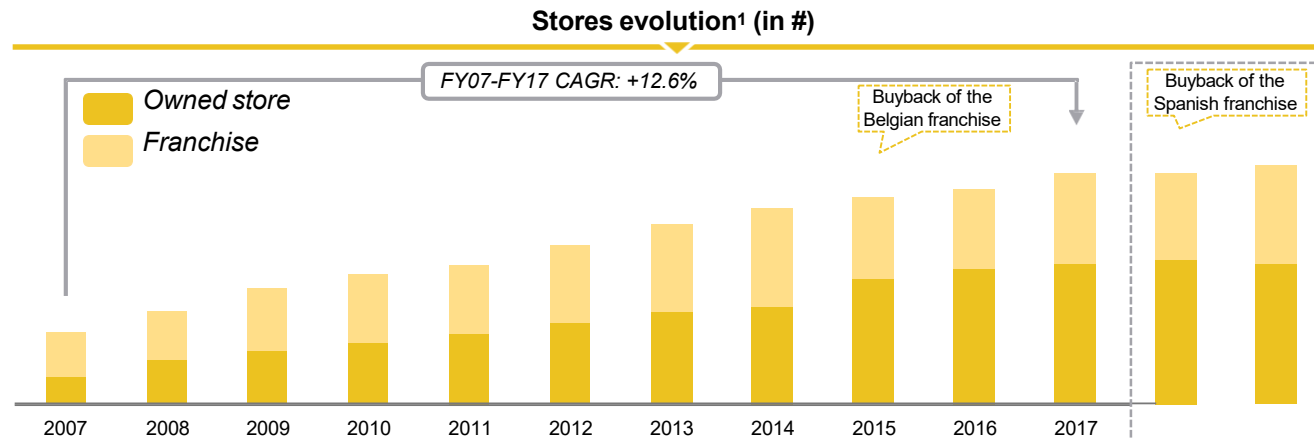
Introduction

Historical performance and challenges in 2017-2019

2020 onwards – 4 global transformations

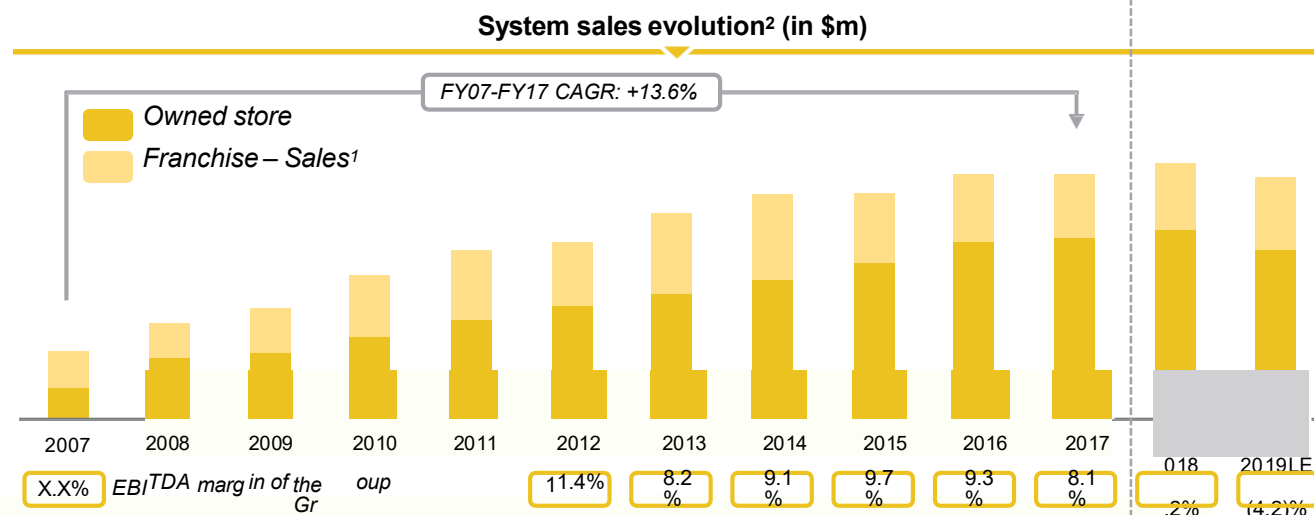
Current challenges

Le Pain Quotidien had a strong and consistent track record of growth and profitability up until 2017



2016/2017 high point

- Until 2017, Le Pain Quotidien exhibited **sustained growth via owned-store expansion in strategic countries and franchise model in emerging territories**
- The Group opened 183 restaurants around the world between 2007 and 2017 (including 129 owned stores and 54 franchises)
- Until 2017, **the Group generated a consistent EBITDA margin of c.9%** on average, highlighting the robustness of its business model even with a tougher competitive landscape
- **In 2016/2017, LPQ reached its business model highpoint** thanks to an efficient managerial organisation in place underpinning worldwide strength of its unit economic model in each geography



Notes

- 1 Includes a pipeline of 2 stores' openings in Argentina
- 2 2016-2019 sales have been converted at 2019 budget rates (from local currency to euro to dollars)

Average: c.9%

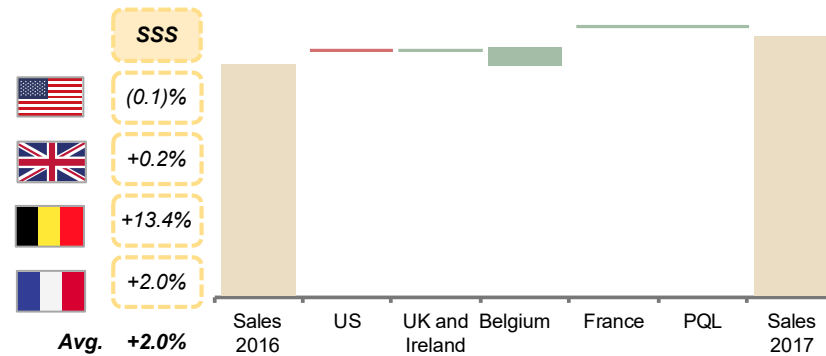
Exceptional disruption period

Source Management reporting

2017 performance was below expectations but globally stable...

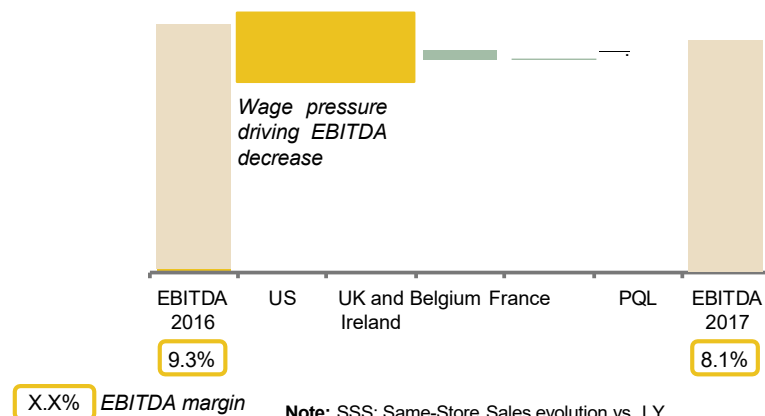


SALES BRIDGE (IN \$M)



- Over 2016-17, the Group opened 19 stores (3 in the US, 4 in Europe and 12 franchises)
- Sales growth remained positive but SSS tapered down noticeably, especially in the US and the UK. This was mainly explained by the increasing competition in the Group's core markets (New York and London)
- The Group started lagging in terms of concept development, digitalisation and food innovation. Most notably, the LPQ's core dining concept was facing competition from growing alternative segments such as grab-to-sit and grab-to-go
- The Group did not address these segments with a structured commercial approach

EBITDA BRIDGE (IN \$M)



- Over 2016-17, profitability mainly decreased due to minimum wage increase in the US and UK (+0.8pts in terms of % of sales)
- This industry-wide exogenous shock was not immediately addressed by the Group in a structured way. Excluding the minimum wage impact, the Group managed to maintain stable profitability
- Cost inflation was not fully contained resulting in limited conversion of additional sales into EBITDA

Note: SSS: Same-Store Sales evolution vs. LY

Source Management reporting

In 2018, a management reorganisation led to negative knock-on effect at each level

New management's initiatives had the right goals...

<p>1</p> <p>Organisation chart</p>	<ul style="list-style-type: none"> ✓ Reshuffle the management team to fill gaps in terms of competencies ✓ Simplify organisational chart, clarify responsibilities, provide narrow and clear roles for most leaders
<p>2</p> <p>Labour productivity</p>	<ul style="list-style-type: none"> ✓ Introduce more systematic and timely performance tracking processes ✓ Improve store-level labour productivity by store managers' training ✓ Offset minimum wage pressures
<p>3</p> <p>Supply chain optimisation</p>	<ul style="list-style-type: none"> ✓ Reduce production and supply chain complexity through supplier consolidation, initially only in the US ✓ Evaluate production centres (make vs. buy) ✓ Introduce a single "global menu" to drive labour process standardisation and reduce costs
<p>4</p> <p>Financial control</p>	<ul style="list-style-type: none"> ✓ Implementation of financial reporting to better monitor budgets and make efficient / quick decisions ✓ Rapidly replace the existing financial controlling systems with modern systems
<p>5</p> <p>G&A savings</p>	<ul style="list-style-type: none"> ✓ Tighten the control over all costs, notably through a zero-based budgeting approach ✓ Realise significant personnel cost savings by reducing management layers ✓ Generate \$5m run-rate savings

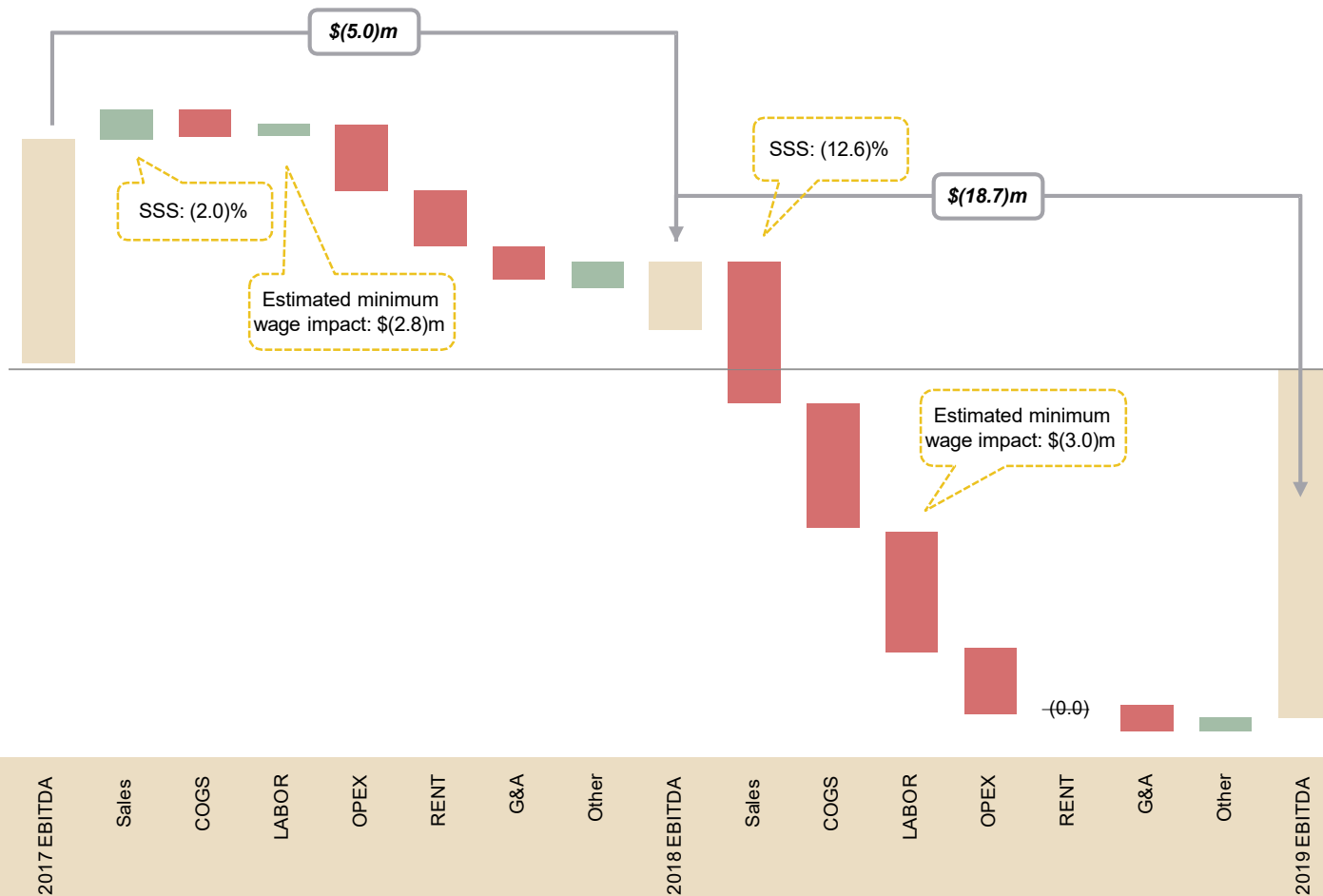
... but were poorly executed and resulted in turmoil

<ul style="list-style-type: none"> ✗ Radical and repeated organizational caused zero continuity: chain of command and responsibilities became unclear ✗ Significant and persistent turnover at top management level has encouraged staff attrition across the organisation
<ul style="list-style-type: none"> ✗ Rigid focus on labour efficiency KPIs resulted in a decrease in perceived level of service ✗ Ambitious labour productivity goals alienated local and store management which in turn led to high turnover ✗ Stores with high managerial turnover rates struggled to deliver both productivity and sales budgets
<ul style="list-style-type: none"> ✗ Major source of managerial distraction ✗ No seasonal menus in 2018 due to the implementation (negative impact on sales, particularly in Belgium) ✗ Perceived deterioration in product quality ✗ Flawed assumptions and implementation impacted food availability and quality in the US
<ul style="list-style-type: none"> ✗ Implementation of new processes without ensuring training and data migration from legacy systems ✗ Parallel implementation of several new systems caused inefficiency, data quality issues and lack transparency in data flow ✗ Temporary loss of financial dashboards at store and HQ level
<ul style="list-style-type: none"> ✗ Major source of managerial distraction and caused turnover ✗ Complicated and inefficient matrix structure: high level of restructuring costs with little actual savings ✗ Matrix structure not necessarily cheaper or better than the former regional setup

2018 and 2019 were two years of exceptional challenges



EBITDA BRIDGE (IN \$M)



COMMENTS

- US sales increased slightly in 2018, driven mainly by NSOs and offset by negative SSS growth which deteriorated throughout the year
- Cost inflation resulted in a c.\$5m decrease in EBITDA over 2017-18 which prompted the new management team to take radical cost containment measures
- Actions taken by the new team resulted in a gradual deterioration of SSS over 2018 with Q4 2018 showing double-digit sales decreases (vs. positive growth in Q1 2018)
- In 2019, the negative operating leverage resulting from a continued sales decrease offset any cost savings realised through the improvement initiatives
- Latest estimated 2019 EBITDA landing for the US stands at \$(14.3)m

Agenda

Introduction

Historical performance and challenges in 2017-2019

2020 onwards – 4 global transformations

Current challenges



A clear recovery plan to get closer to historical profitability

Go back to the fundamentals that have made the Group successful (already initiated)



1
**PEOPLE
PRODUCTS
ORGANISATION**

2
**STORE'S DIVESTEMENTS
COSTS MANAGEMENT**

3
**REMODELING
CONCEPT EVOLUTION
CUSTOMER CENTRIC
DIGITAL**

4
**NSOS1
FRANCHISE**

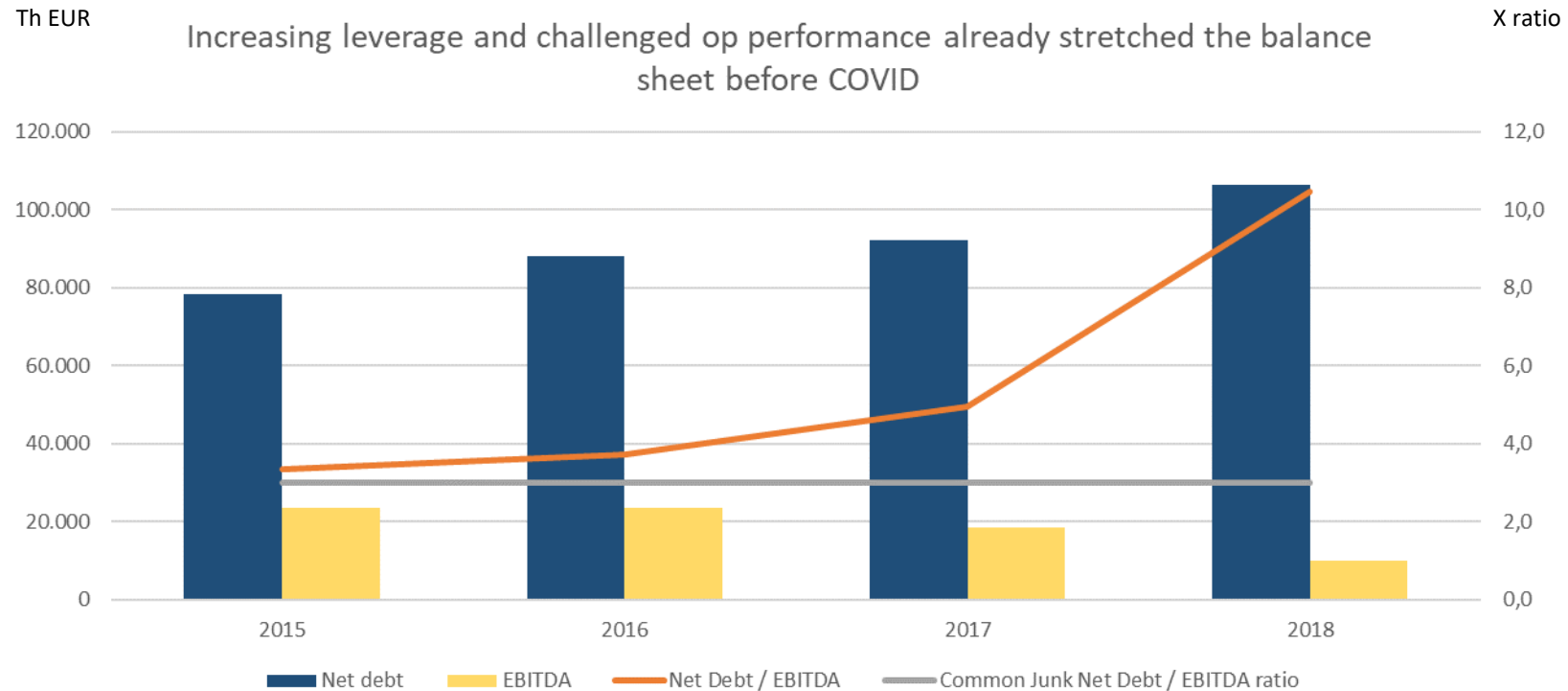


Operational issues compounded with leadership challenges were reflected in an unsustainable level of leverage





Highlights:

The company's performance and expansion pushed its leverage to unsustainable levels pre-covid:

- Net debt increased from c EUR 78,000 mln in 2015 to EUR 107,000 mln in 2018
- Total financial debt in 2018 of EUR 107,000 mln was 80% financed by third parties, the balance by shareholders
- EBITDA dropped from EUR 24,000 mln in 2015 to EUR 10,000 mln in 2018
- Average cash balances remained stable at EUR 3,000 mln, so lower than 2.9% of sales over the period
- The resulting net debt / EBITDA ratio surged from 3,3 to 10,5x over 5 years.
- At 2018 debt levels, the company would have needed a minimum recurring EBITDA of EUR 35mln to remain "only" a sustainably highly levered company



However, the connection between the management was lost, resulting in LPQ filing for Chapter 11 bankruptcy in 2020 + Covid in March 2020

	The group ran into difficulties after Cobepa acquired a 30% minority in April 2016. The results had been inflated by the former management (led by CEO Vincent Herbert) in view of this transaction and the management's exit. On top of that, Cobepa's new management took a series of disastrous decisions in the months afterwards. In the meantime, Cobepa has become majority shareholder since other shareholders did not participate in the necessary capital increases.
	Dispersed pyramid shaped LPQ management spread across the US, Spain and Belgium led to improper management of the company.
	Poor decision to change supply chain to outsource production centers to third party resulting in poor ingredients, low quality, high waste and frequent product unavailability... ... leading to strong disruption in SSS growth and cost management
	Poor lease management resulting in extremely high fixed costs which did not meet the right ROI expectations

1. LPQ files for Chapter 11 Bankruptcy with revealed plans to sell itself to another restaurant company in a bid to avoid liquidation.
2. The company's US branch is sold to Aurify brands, a fast-food franchise owner, in July 2020.
3. The European branch is largely sold to M80 Partners, a private equity group willing to spend several million euros on relaunching the restaurant chains

SHAREHOLDERS

M80

M80 is BrunchCo21's majority shareholder, Brussels based investment fund led by an international team of entrepreneurs, former CEOs, private equity professionals and digital pioneers.



COBEP

Cobepa is an independent, privately-held investment company that was founded in 1957 and a long term shareholder in Le Pain Quotidien.



EXECUTIVE TEAM



ANNICK VAN OVERSTRAETEN **Global CEO**

Annick is global CEO since July 2020 and a seasoned and well respected leader in the food service and retail industry, who from 2010 to 2020 served as CEO and member of the board of directors of Lunch Garden. Earlier she held leadership roles as General Director Operations at Quick Benlux and Commercial and marketing director at Leonidas SA. Annick is a member of the strategic committee of the association of Belgian companies and is a board member of the Belgian Restaurant Association Bemora.

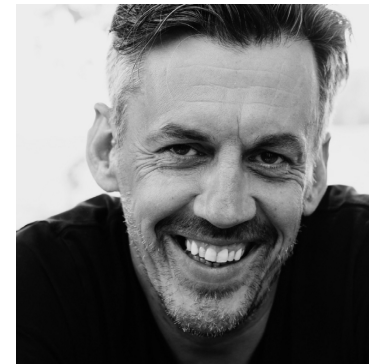
ALAIN COUMONT **Chief Creative Officer**

In 30 years, Alain grew Le Pain Quotidien from one store in Brussels to over 200 around the globe. He inspired bakers, hosts and guests with his always creative and innovative food vision and philosophy. Until this day, he is our creative soundboard and inspirator.



XAVIER VAESSEN **Chief Financial Officer**

Before joining Le Pain Quotidien, Xavier spent a decade managing over a billion dollars of investments for ever-green funds MDHF SA and Highland Group Holdings Ltd as Portfolio Manager, Investment Director and CFO. Prior, Xavier worked in corporate finance for JPMorgan Chase, KPMG and the Huntsman Corp.



JOOST VASTENAVONDT **Chief Growth Officer**

Before joining Le Pain Quotidien Joost served as CMO at Stargo, an AI-based technology startup and as Senior Vice President at MasterCard in marketing, sales and enterprise partnerships. Prior, Joost worked in consumer marketing strategy roles at Procter & Gamble.



FRANNE POISSONNIER **Assistant**

Started working for Le Pain Quotidien in January 2020. She makes sure that Annick's and the EXCO team's agenda and travel arrangements are properly managed.

M80 and new LPQ management plan to rekindle the recovery flame by focusing on 4 global transformations

Overview of transformations



1



G2M transformation

Balance F&B innovation with consumer driven innovation, harmonize the offers (80/20), move from cost based to value based pricing, develop an innovation portfolio

2



Brand transformation

Define the brand equity and refresh the brand standards, deploy new store design and formats, deliver brand toolkits to the franchise partners

3



Digital transformation

Define a digital and ecommerce strategy, roll out a core systems landscape, become a consumer-oriented data driven company

4



Blueprint update

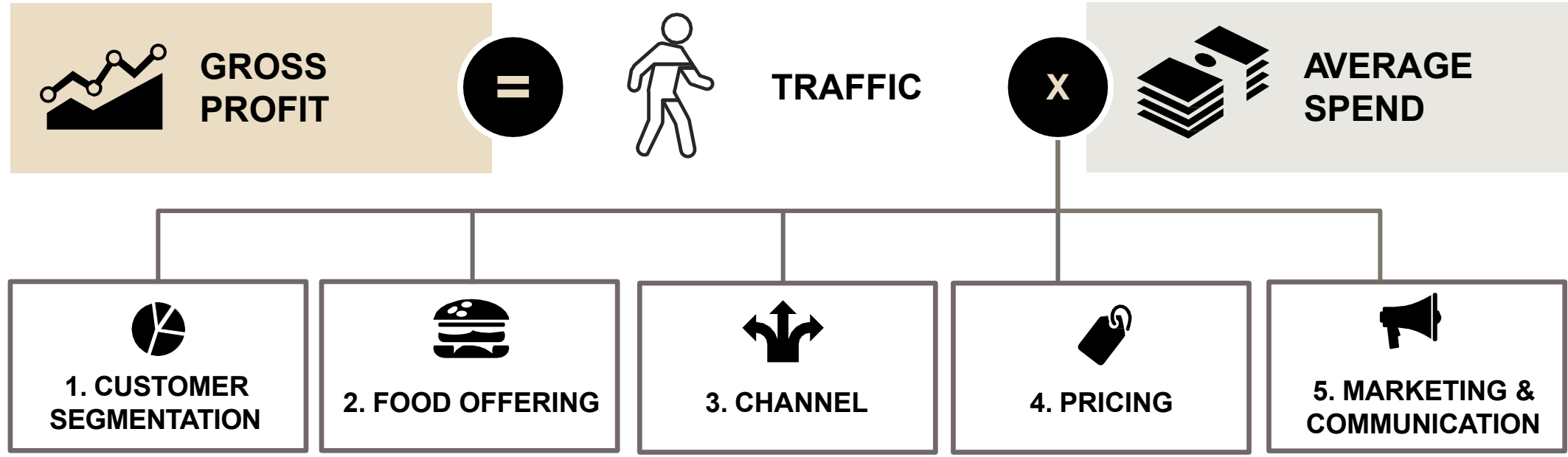
Build an end-to-end support platform for franchisees, going from the pitchbook to a marketing and store lifecycle guide

1. Go to market transformation

1. F&B innovations
2. Menu standardisation
3. Pricing



Le Pain Quotidien needs a new go to market strategy ... focusing on five key pillars



Project objectives:

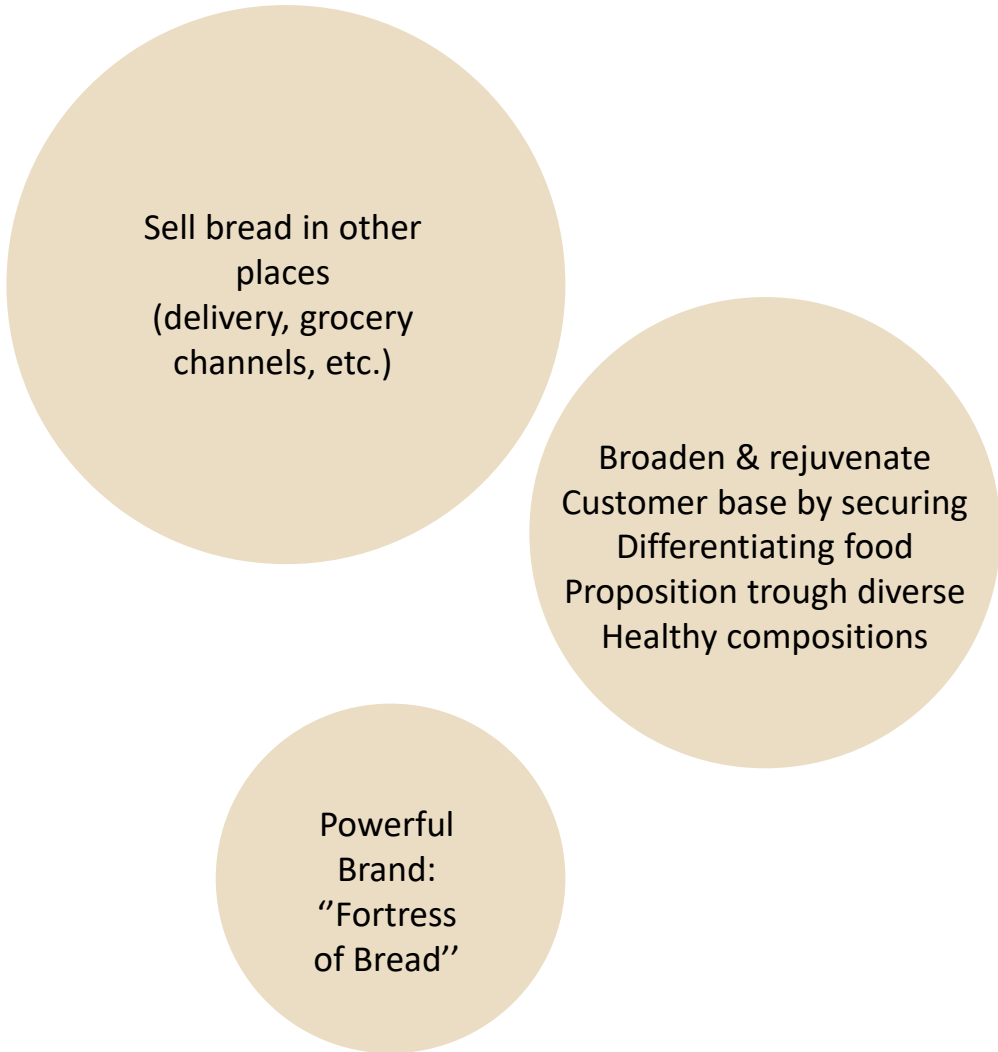
- Identify “**game-changing**” levers to help LPQ achieving its transformation
- “**Fix the fundamentals**” to ensure these initiatives are properly leveraged



1

GTM strategy centered around bread would have to go beyond “just being a bakery” to be successful

Key pillars of GTM strategy :



Powerful Brand: "Fortress of Bread"	<p>Goals/opportunities: capture spread of bread sales (vs. benchmark) and create regular visit occasions</p> <ul style="list-style-type: none">• Highest possible quality (“Every single client gets the freshest bread conceivable”)• Affordability on key value items (e.g. baguette)• Loyalty programs to create repeat / routine• Awareness & top of mind• Marketing tools (storytelling about the bakery, etc.)• Innovative recipes & regular seasoning offering (“One bread for each season”)
Differentiating food Proposition through diverse Healthy compositions	<p>Goals/opportunities: recruit and create repeat on the dayparts with highest non-converted consideration for LPQ (lunch and afternoon)</p> <ul style="list-style-type: none">• Create awareness of offerings for these day parts• Invest in grab & go food offerings, esp. for lunch (healthy sandwiches to go)• Offer affordable weekday lunch formulas• Improve coffee quality and work around loyalty
Sell bread in other places	

1. F&B innovation

Opportunities from 2020 consumer research, prioritised



15 LEVERS WERE INITIALLY IDENTIFIED
1. Enhance perception of fresh baking: bake fresh bread in restaurants & talk about it
2. Invest in grab & bake & go food offerings and sections in the stores
3. Rejuvenate the brand
4. Improve price image with price adjustments on key value items
5. Create attractive offering for lunch, esp. combos
6. Fix coffee quality
7. Create occasion boxes for delivery purpose (fresh products)
8. Launch/test loyalty programs on coffee and/or bread (applicable to families)
9. Leverage LPQ App for loyalty programs & click&collect
10. Ensure visible presence in third party delivery channels
11. Specifically use delivery to generate evenings orders
12. Invest in local marketing to build awareness and create impulse visit
13. Implement testing: in store & outdoor (e.g. bread bites)
14. Sell bread in local grocery chains (deprioritized in FR though)
15. Develop new partnerships with hotels / restaurants

- Bakery
- Hot snacks
- Coffee

- Loyalty
- Combos

- Pipeline
- Retail chains



THESE WERE REFINED TO 7 INITIATIVES FOR WHICH DETAILED BUSINESS CASES WERE CREATED	
1. Enhance perception of fresh baking: bake fresh bread in restaurants & talk about it	●
2. Invest in grab & bake & go food offerings and sections in the stores	●
3. Improve coffee quality	●
4. Launch/test loyalty programs on coffee and/or bread (applicable to families)	●
5. Implement a testing team that performs small scale initiatives and scales fast	●
6. Create attractive offering for lunch, esp. combos	●
7. Sell bread in local grocery chains (deprioritized in FR though)	●

- Tests started in Q3, finalize by end Q4
- Tests started in Q4, finalize by end Q1
- Not started yet

1

1. F&B innovation projects

Go to market transformation – F&B innovation



Bakery



Coffee



Hot
snacks

1

2. Menu standardization

Go to market transformation - Menu standardization



NL



BE



UK



FR



Principles

- Clear hierarchy of categories and subcategories
- 80/20 global /local
- All day menu and menu lay out
- **Seasonality** : 4 seasons with 9 specials (5 food, 2 drinks)
- Pricing architecture 30% Low 50% Medium 20% High



The new avocado toast for all markets

1

3. Pricing project

Go to market transformation - pricing



Goal of pricing

1. Move from cost based -> Value based pricing
2. Increase margin and value perception
3. Tiered pricing (low/medium/high) for all occasions
4. Tiered pricing (low/medium/high) for all locations

2. Brand transformation

1. Brand DNA redefined

2. Brand standards

1. Old logo – new logo
2. Photography & Tone of voice brand standards
3. Food & beverage standards
4. Interior design stores

3. Marketing toolkits examples

Brand DNA

Brand transformation - Brand redefined



FACTS



BELGIAN ORIGIN



ALL-DAY BAKERY



COMMUNAL TABLE



NATURAL

VALUES



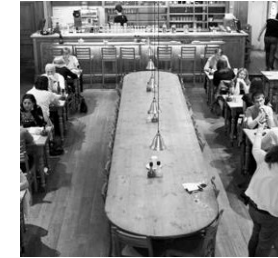
QUALITY



AUTHENTICITY



SIMPLICITY



CONVIVIALITY

PERSONALITY



THOUGHTFUL



WELCOMING



ARTISAN



HONEST

2.2.1 Logo

Brand transformation – brand standards



Examples of improper logo usage

-  **✗ Distorted or angled**
-  **✗ Recreated using other typefaces**
-  **✗ Altered lock-up**
-  **✗ Color changed**
-  **✗ Use of the brown version**
-  **✗ Use hand-drawn logo (only for LPQ App)**
-  **✗ Translated into other languages**
-  **✗ Placed on disruptive or distracting backgrounds**
-  **✗ Used with heavy drop shadows or outer glows**



✗ Brand name translated into a local language (even secondary)



✗ Wrong brand color & font type



✗ no abbreviation of the brand name



✗ Cut off main logo



✗ Combination of different logo elements

1. Primary Logo

Our Primary logo is the **key identifier of our brand**. It is made up of two elements: the **brandmark** and the **wordmark**. Both elements are set in a fixed configuration, called the **Primary logo lockup**. This lockup can never be altered or changed. The primary logo lockup is a **full-colour logo**.

The logo has been present from the very beginning of the Le Pain Quotidien story and still reflects the brand DNA today. The **brandmark** represents a **traditional, stone-lined bread baking hearth**. In the foreground, a loaf of **bread** emerges from the oven. The flecks represent **grains of wheat**.

It received a brief but impactful **update in 2020** to mainly improve readability and making it ready for all our markets for many years to come.



Primary Logo Colour

1. Two-color logo

The **full-color version** of the logotype should be the **primary version** used. The primary logo must be applied on a **neutral background** to maintain clarity, impact and freshness.



Yellow/Black version: use on light backgrounds: white or 'LPQ Dough'



Yellow/White version: use on black background

2.2.2 Photography & Tone of voice brand standards

Brand transformation – brand standards



Photography



Artisan

- Use words that 'feel' artisan, like hands kneading the dough, and fresh baguettes right out of the oven, and 'time' as an ingredient
- Name the people who make it, like Mo who rolls the croissants in l'Atelier du Pain, and who has been doing so for 24 years.

MESSAGING:

- Go into the detail of a product, that makes it a credible artisan product.
- Explain the imperfection, also in the text (not by writing imperfectly), because the imperfection makes a product unique. Handmade means there is only one piece. That's exclusive, that's quality.

Thoughtful

- Le Pain Quotidien is thoughtful in the choices that we have made and the road that we took, also be thoughtful when writing, especially the words that will stay awhile, like print or paint in the restaurants, or the chalkboard menu.
- No abbreviations.

MESSAGING:

- Explain the choices. For instance, the main reason why we choose organic ingredients is quality. Quality is in the taste but most of the time an organic product will also be healthier for people and for the planet. So we think organic tastes better and it's also healthier and better for the planet.
- Explain the process, for instance, the process of baking bread. Many steps in this process are complex, take longer, use very old techniques... these are deliberate choices that we explain.
- Explain the interior of the restaurant, the communal table, the recycled wood, the marble counter that is built to last forever.

Welcoming

- Write a warm text, use words that feel like home, touch the senses.
- We write to 'you' the guests, in an engaging, conversational way.
- We start from what you want, then we explain what we do. But the starting-point is 'you'.
- Use positive sentences, for example: do not say 'coffee grounds aren't waste' but say 'coffee grounds are precious'

MESSAGING:

- The coffee bowl which you take with both hands...
- The communal table where you pass the sugar to somebody you don't know but who's having the same tartine for lunch which is how you start the conversation...

Tone of voice

2.2.3 Food & Beverage standards

Brand transformation – brand standards



Food philosophy

10 Menu Principles

These 10 principles should infuse every aspect of our menu offer, from the point of conception to the delivery to the customer. They guide and shape the food and drink we serve, the bread and grocery took home, the tableware and wrapping we present with. These principles are ranked in order of importance. If there ever is a conflict, always give higher weight to the higher-ranked principle.

2.2.4 Interior design stores

Brand transformation – Brand standards



Neighbourhood Location

High Street

Kiosk

Airports

Picture



Target audience / promise

At the heart of the community
 A place for friends and family to relax, for interest groups to catch up and share
 A welcoming environment offering healthy food options to enjoy in the restaurant or at home

Passing trade for families and tourists who are looking for a healthier refuel and refresh
 An inviting oasis amidst the hub bub
 A remarkable experience that can be shared as a "discovery"

For workers looking to grab a coffee and eat on their rat run to work
 A healthier alternative at lunchtime for a quick stay
 A quiet corner to think and work, to meet a colleague and celebrate high days and holidays with work mates

A broad church of travellers looking for the taste and quality of LPQ in a fast turnaround environment
 Simple and good food that hits the spot functionally and nutritionally

USP¹

Streamlined customer journey yet relaxed, inviting
 An uplifting and life-affirming gathering place

Clear customer journey to meet different needs: dine in, grab-and-stay or grab-and-go
 Unique and uplifting

Focus on bakery counter, superior coffee, organic pastries and healthier grab-and-go
 Superior products compared to other chains

Sleek and speedy
 Limited menu offering
 Smaller back of house

Attribute

Relaxed	Inviting	Hospitable	Surprising	Tech-enabled	Convenient	Instant transaction	Future-forward
Comfortable	Unpretentious	Rooted	Replenishing	Compact	Quick	Accessible	
					Flexible		

2.3 2021 Marketing toolkits

Brand transformation – Marketing toolkits



BAKERY



Le Pain Quotidien - The Daily Bread

01. Our key ingredients

02. How it started

Alain Couvreur, Founder of Le Pain Quotidien

03. Our breads

04. Behind the scenes

05. How to re-use bread

06. Pain Perdu

07. Sliptop Mill

LOCATIONS

30 YEARS



30 years AROUND THE TABLE

Le Pain Quotidien

Celebrate our 30 year anniversary with our guests

Share your moments

1. Share a photo of your favorite bread

2. Post on social media

3. Win delicious prizes

4. Win a special prize

5. Win a special prize

6. Win a special prize

7. Win a special prize

8. Win a special prize

9. Win a special prize

10. Win a special prize

30 years AROUND THE TABLE

Le Pain Quotidien

Share your favorite moment and win weekly prizes!

#30yearsquotidien

30 years AROUND THE TABLE

Le Pain Quotidien

Comparte tus momentos favoritos y gana premios semanales

#30yearsquotidien

30 years AROUND THE TABLE

Le Pain Quotidien

Comparte tu momento favorito y gana premios semanales!

#30yearsquotidien



3. Digital transformation

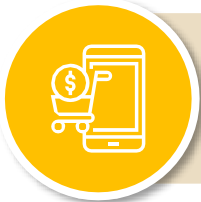
3 Some key trends in the F&B market that are being addressed in the digital transformation



Consumers are continuously becoming **more demanding and vocal** (e.g. order process, product quality, delivery times)



Increasing competition in the global F&B market puts pressure on innovation, costs and sales



F&B companies are putting more focus on **selling products via e-commerce platforms** (on average making up c.30% of total sales)



Food “on-the-go” is increasingly gaining popularity as guests typically desire to spend less time in stores

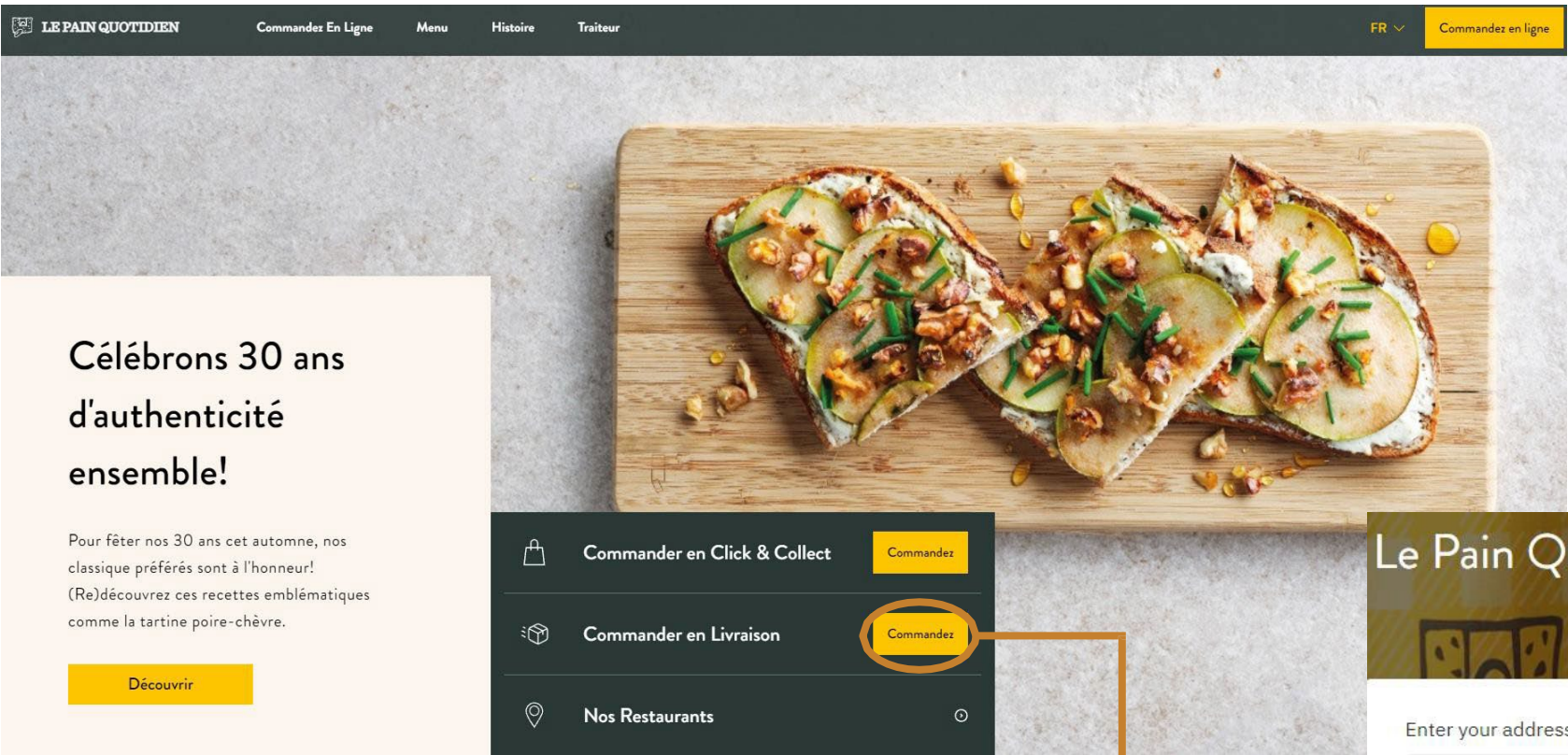


The global F&B industry has experienced a **strong decline in sales and margins** due to the recent **Covid-19 crisis**

*Historically
vulnerable*

3.1 Ecommerce roll out

Started with deliveries at home from our own webshop in Paris



	BE	FR	UK	NL
Deliveroo	✓	✓	✓	✓
Uber	✓	✓	✓	✓
Take away	✓	✓	✓	
Click&Collect	✓	✓	✓	✓
Delivery		✓		

Célébrons 30 ans d'authenticité ensemble!

Pour fêter nos 30 ans cet automne, nos classiques préférés sont à l'honneur! (Re)découvrez ces recettes emblématiques comme la tartine poire-chèvre.

Découvrir

- Commander en Click & Collect Commandez
- Commander en Livraison Commandez
- Nos Restaurants 📍

Le Pain Quotidien, livré chez vous à la maison

Enter your address to find local restaurants

Search

Log in for your recent addresses.



3.2 Loyalty app

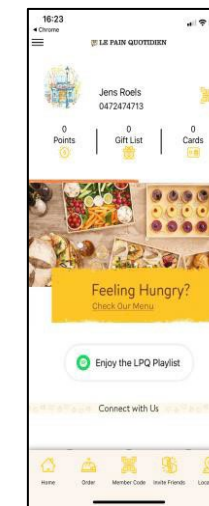
Digital transformation - Launch of system wide loyalty solutions



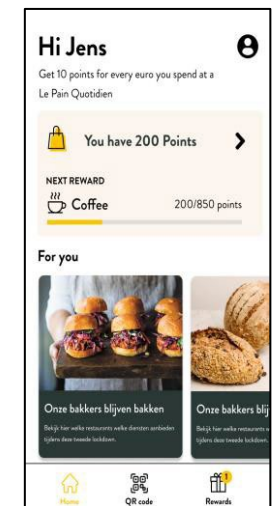
1. Go live of marketing automation capability end March for BE, FR and UK
2. Customer loyalty scheme to be completed by end March
3. Remodeling of the application ongoing
4. Go live launch plan being created
5. 14/04/2021 launch of the loyalty application in the UK paired with the reopening of the stores
 - Only accessible through in store sales (POC)
 - Integration with Ecom in a second stage
6. FR launch planned on store opening in FR and completion of IIKO rollout
7. BE rollout planned after completion of IIKO rollout



UK version back in 2020..



Update version from COMO..



Version we are aiming to implement

3.3 E-POS roll out : IIKO

Live in UK and France, roll out NL in Q4 2021 and BE Q1 2022



Cloud based point of sales systems : IIKO

Working with our preferred cloud based e-POS partner has a number of benefits: cost, speed of implementation and the ability to benefit from global best practices. Menu structures, recipes and ingredients can be copied from other countries, reporting templates can be easily customised and system-generic formations as well as training courses specific to Le Pain Quotidien are available from day one. On top, APIs allowing connections of our other core systems into the e-POS are available and always up to date.



	E-CLOUD/ IIKO POS
✓	Till system
✓	Recipes
✓	Inventory
✓	Time keeping
✓	Forecasting
✓	Orders
✓	Reporting

4. Blueprint

Blueprint



LE PAIN QUOTIDIEN SERVICE EXPERIENCE CULTURE MAP

I feel good, i belong, i will come back and will recommend to others

1
WHY WE EXIST
We create meaningful moments / experiences.



INTENDED (CUSTOMER) EXPERIENCE

I FEEL AT HOME

I FEEL RECOGNISED

I FEEL INSPIRED

I CAN TRUST LE PAIN QUOTIDIEN

2
WHO WE ARE
We are Host, driven by our values:
Authenticity, Simplicity, Conviviality & Quality.



OPTIMAL INTERACTION / BEHAVIOR

We go the extra (s)mile

MAKE IT PERSONAL
Be there

CARE & CONNECT
Choose your attitude

SHARE YOUR PASSION
Play

MAKE IT HAPPEN
Make their day

3
WHAT WE DO
We serve honest food with genuine service. To everyone, every day in every store.



STIMULATING SERVICE CULTURE

FAMILY

GROWING

REWARDING

ENTREPRENEURIAL

4
HOW WE DO IT
By taking care of our hosts, guests and our environment, we create memorable experiences and meaningful connections



OPTIMAL LEADERSHIP

COACHING

PURPOSE-DRIVEN

INSPIRING

EMPOWERING

Agenda

Introduction

Historical performance and challenges in 2017-2019

2020 onwards – 4 global transformations

Current challenges



Operating a restaurant chain in COVID is a huge challenge with all this uncertainty (especially in BE and FR)



Libre ECO

Journal Alerte-nous Radio

Entreprises & start-up **Décideurs & chroniqueurs** Placements & marchés Mes finances Immobilier La Bourse

Mesure de soutien : "Les "bazookas" sont devenus des pistolets en plastique"

Décideurs & chroniqueurs

Contribution externe

Publié le 08-03-21 à 16h34 - Mis à jour le 09-03-21 à 12h45

Une opinion d'Annick Van Overstraeten, PDG du Pain Quotidien, qui demande au gouvernement une politique sérieuse et un réel soutien pour nos entreprises.

Tendances Trends Rubriques Le magazine Avantages pour abonnés Abonnez-vous

OPINION

Mesures de soutien en Belgique: les "bazookas" sont des "pistolets en plastique"

09/03/21 à 10:00 Mise à jour le 08/03/21 à 15:05

Carte blanche

Annick Van Overstraeten, PDG du Pain Quotidien, demande au gouvernement une politique sérieuse et un réel soutien pour nos entreprises.

Flair ABONNEMENT MINI-GUIDES CONCOURS OFFRES

TENDANCES FLAIR CARAVANE HOROSCOPE FLAIR ZONE

MODE & BEAUTÉ LIFESTYLE CULTURE PEOPLE TÉMOIGNAGES CONCOURS MINI-GUIDES

HOME LIFESTYLE JOB LA CEO DU PAIN QUOTIDIEN FUSTIGE LES "MESURES DE SOUTIEN" DU GOUVERNEMENT

La CEO du Pain Quotidien fustige les "mesures de soutien" du gouvernement

JOB

8 MARS 2021 KATHLEEN WUYARD

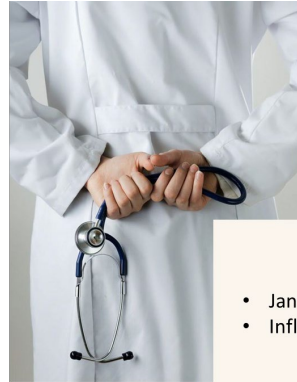


Headwinds



Rising ingredient prices

- Butter +22%
- Olive oil +15%
- Seeds +40%
- Cardboard +20%



Rising labor

- Jan > 100K sickness
- Inflation wage increase

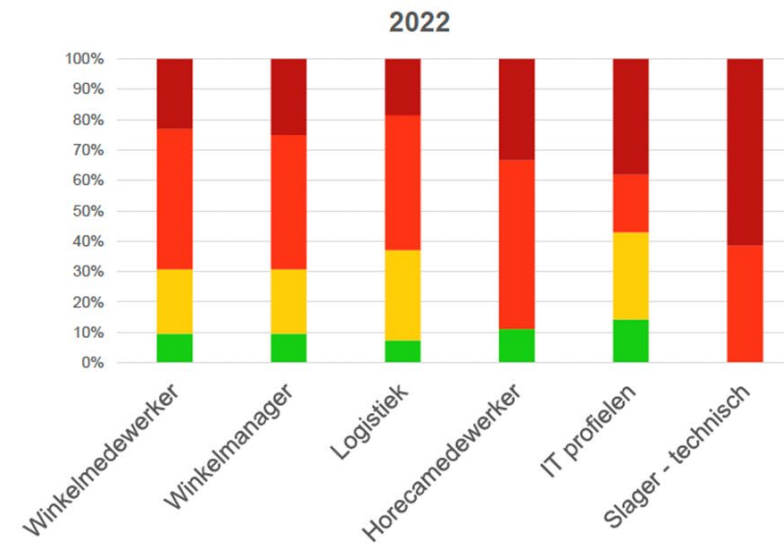
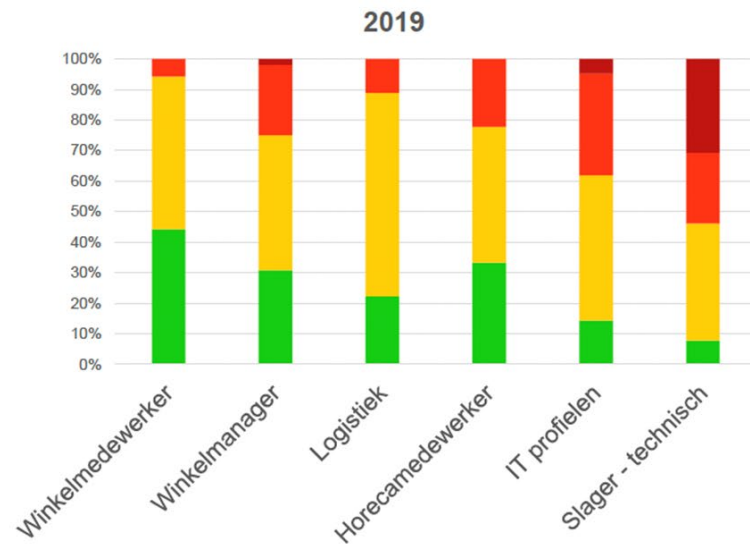


Rising insecurity

- Russian – Ukraine war
- Ukraine = The Granary of Europe



- Increase of energy price



What does it mean for Le Pain Quotidien Belgium ?

1. Focus on **topline growth**

- get consumers back in the dining room

2. Cost focus

- COGS: 80/20, simplification, reduction, sourcing
- Labour: staffing, forecasting, planning, productivity
- Support Center: marketing, IT projects, HR roles replacements
- Waste: waste reduction, waste management, inventory



OGSM 2022 Company priorities



Improve F&B offer: 80/20, Bake off, Pricing, hot drinks



One brand campaign focused on **DR traffic and loyalty**



Recruit, train develop and retain **people**



Strategic **franchise expansions**



Build new **concepts and channels.**



Take smart data driven decisions



Simplify way of **working with operations**



Questions?

THANK YOU !