Tony Keating

Chairman SSP’s International Rail Forum
Managing Director SSP UK Rail
SSP

- Compass’ Specialist Travel Catering Division
  - £1.7bn sales
  - Focuses on 3 main markets
    - Railway Stations
    - Airports
    - Roads

<table>
<thead>
<tr>
<th>Channel</th>
<th>Units</th>
<th>Locations</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Railway Stations</td>
<td>800</td>
<td>250</td>
<td>13</td>
</tr>
<tr>
<td>Airports</td>
<td>780</td>
<td>145</td>
<td>35</td>
</tr>
<tr>
<td>Motorways</td>
<td>-</td>
<td>140</td>
<td>10</td>
</tr>
</tbody>
</table>
SSP’s International Station Catering Business

- 13 Countries including

<table>
<thead>
<tr>
<th>Country</th>
<th>Units</th>
<th>Stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>400</td>
<td>123</td>
</tr>
<tr>
<td>Germany</td>
<td>187</td>
<td>69</td>
</tr>
<tr>
<td>France</td>
<td>30</td>
<td>4</td>
</tr>
<tr>
<td>Sweden</td>
<td>18</td>
<td>3</td>
</tr>
</tbody>
</table>

(Plus 55 units RER & Metro)

And growing businesses in

- Denmark
- Norway
- Spain
- Switzerland
- Portugal
- Austria
- Belgium
- India (jv)
SSP UK Rail’s Business

300% + Growth since 1992

Growth Driven By

• Compass Investment
• Research Customer Needs
• Brand Development

• Brands that customers love to use
• Not have to use
4 Key changes in Customers needs - UK

1. Increasing sophistication and demand for high quality
   • Freshly Baked … not baked yesterday
   • Fresh Juices…not reconstituted
   • Espresso based coffee …. not held warm coffee
   • Etc

2. Busier Lives - increase in take-away / eat on the move
   - decline of Seated units
   • Declining meal time
     • 36mins 2002
     • 27mins 2004
   • Waterloo Station
     • 2 seated food units
     • 3 Bars
     • 14 Take – Away Food Unit
4 Key changes in Customers needs - UK

3. The Rise of the ‘Coffee Shop’
   • 15 year ago none on stations – today over 100
   • Key Players – Starbucks, Costa Coffee, AMT, Caffe Ritazza

4. Growth of Convenience Retailing on Stations
   • 10 years ago – Nil
   • Today 50+ achieving very high sales
   • £100m of SSP UK Rail’s business – Nil 5 years ago

Convenience Growth Driven By
   • Rising single households
   • Busier life styles
   • ‘C’ stores improving their quality

Less big weekly Shops
&
More frequent top up Shops
<table>
<thead>
<tr>
<th>1982 Catering at Paddington (7 units)</th>
<th>2004 Catering at Paddington (21 units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tournament Buffet</td>
<td>Reef Café-Bar</td>
</tr>
<tr>
<td>Castle Buffet &amp; Bar</td>
<td>Burger King</td>
</tr>
<tr>
<td>Kiosk/Off Licence</td>
<td>Delice de France</td>
</tr>
<tr>
<td>Knights &amp; Heralds pub</td>
<td>Caffe Ritazza</td>
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<tr>
<td>Railbar</td>
<td>Upper Crust</td>
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<tr>
<td></td>
<td>Souperdouper</td>
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<tr>
<td>WH Smiths</td>
<td>Taste!</td>
</tr>
<tr>
<td>Journeys Friend</td>
<td>Millies Cookies</td>
</tr>
<tr>
<td></td>
<td>Threshers off Licence</td>
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<tr>
<td></td>
<td>Marks and Spencer’s</td>
</tr>
<tr>
<td></td>
<td>Great American Bagel Co</td>
</tr>
<tr>
<td></td>
<td>West Cornwall Pasty Company</td>
</tr>
<tr>
<td></td>
<td>Fullers Pub</td>
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<tr>
<td></td>
<td>Eat sandwiches</td>
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<tr>
<td></td>
<td>Singapore Sam's</td>
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<tr>
<td></td>
<td>Caffe Nero</td>
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<tr>
<td></td>
<td>Costa Coffee</td>
</tr>
<tr>
<td></td>
<td>Sainsburys Local</td>
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<tr>
<td></td>
<td>WH Smiths</td>
</tr>
<tr>
<td></td>
<td>Boots</td>
</tr>
<tr>
<td></td>
<td>Boots</td>
</tr>
<tr>
<td></td>
<td>Yo Sushi</td>
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</tbody>
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SSP UK Rail
Brand Portfolio - Bakery

- Upper Crust
- Taste!
- a piece of cake
- Millie's Cookies
- The Pasty Shop
- Ixxxy's Bagels
- Delice de France
- O'Brien's Irish Sandwich Bar
SSP UK Rail
Brand Portfolio - Cafes

Caffè Ritazza

Pumpkin café shop
SSP UK Rail
Brand Portfolio - Bars

the reef°
café bar

THE BRITANNIA

YATES'S
WINE LODGE

CAFE / BAR

BONAPARTES
SSP UK Rail
Brand Portfolio – Retail / Convenience
SSP UK Rail
Brand Portfolio – Fast Food
Speciality freshly baked baguette brand

Guaranteed 3 Hours Freshness

Generates high sales
Victoria Jardin de Paris to Upper Crust

40% plus Revenue Growth

40% plus Revenue Growth
Specialist sandwich outlet
Also sells salads, juices, smoothies etc
Broad appeal, competitively priced
Ixxy’s Bagels

Premium speciality bagel brand

Deli / made to order counter

Strong health perception
Millie’s Cookies & Muffins

American style Muffins & Cookies
Freshly baked on site
Small Footprint
100+ units
Great espressos, lattes, cappuccinos, mochas etc
Hot Paninis and Ciabattas
High sales potential
Caffé Ritazza Cart Formats

Great espressos, lattes, cappuccinos and food.

Small footprint
-Approx 3m x 2m

High sales potential
Caffé Ritazza Mobile Carts

Great espressos, lattes, cappuccinos etc

Small footprint
Approx 2m x 0.7m
Broad Offer

Food and coffee offer with bolt on
– Retail
– News
– Licensed

Ideal for platforms and lower footfall stations
Bonaparte's Café Bar

Traditional Café bar
Coffee
Salads
Beer and wine
Reef Café Bar

Contemporary Café Bar

Pitched at premium 25 to 45 market

50:50 Male and Female

Optimises penetration across the day-parts
Traditional Bars

Draught beer led offer
Male dominated clientele
Older customers than Reef
Amigo Shop to Go

Main offer – confectionery, news tobacco

Also offers coffee, snacks, gifts

Large – Small footprint
Broad appeal convenience led retail brand

Snacks, ready meals, wine etc

40 sites in the UK
Famous UK food retailer

Offers a wide range of convenience foods

Achieves very high sales

Crommuters lives made easier

-Shop on way home
In summary…

1. Fully understand the retail / catering needs of station users

2. Fully understand country market trends

3. Develop brand portfolio to meet customer needs & market trends

4. Deliver the brands consistently well to customers – day in day out.

….what could be simpler!
Thank-you