



**EG**  
Group

**GROUP  
OVERVIEW**

MARCH 2022

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Find out more on our new corporate website at  
**[www.eg.group](http://www.eg.group)**





# WHO WE ARE



# A LEADING GLOBAL INDEPENDENT CONVENIENCE RETAILER



**~6,000**

Petrol Filling Stations<sup>1</sup>

**1,800+**

Foodservice outlets



**50+**

Brand  
partnerships,  
*complemented by*  
Proprietary brands



**10**  
Countries



**~1.3bn**  
Customers  
served annually



**~\$26bn**

Revenue



**~\$1.6bn**

PF RR  
EBITDA<sup>2</sup>



**\$7bn+**  
Real Estate  
value<sup>3</sup>



**50,000+**

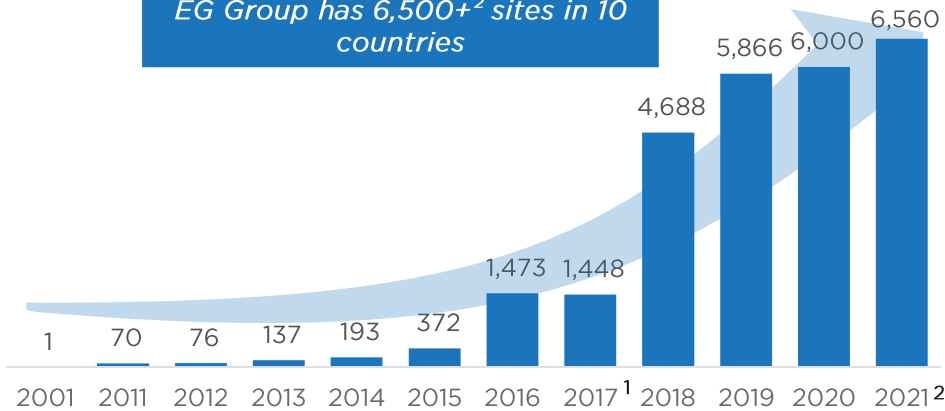
Employees

1. In addition to 5,968 petrol filling stations, there are 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments
2. Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35, EUR/USD 1.13 and AUD/USD 0.72
3. Data based on a 2019 expert broker opinion of pricing for freehold properties (converted to \$ by EG) translated at Jun-21 LC to \$ conversion closing rate. The opinion of pricing excludes NTI sites opened since this date and acquisitions of Schrader and OMV

# OUR JOURNEY SO FAR

## EVOLUTION OF GLOBAL SITES

EG Group has 6,500+<sup>2</sup> sites in 10 countries



Merger between Euro Garages and EFR creating a pan European footprint

Euro Garages founded in 2001 with a single site in the UK



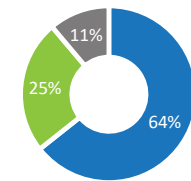
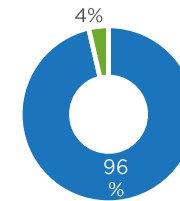
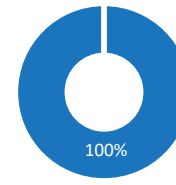
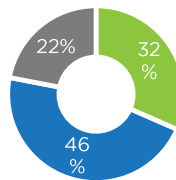
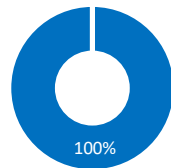
1. Decline in number of sites due to disposal of EG sites in Corsica

2. Comprising 5,968 petrol filling stations and 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments

# EG GROUP HAS A GLOBAL PRESENCE WITH OPERATIONS IN 10 COUNTRIES

	UK&I	Continental Europe <sup>1</sup>	Australia	USA	Group Total
Pro Forma EBITDA <sup>6</sup>	\$489m	\$360m	\$135m	\$623m	~\$1,607m
# of sites <sup>5</sup>	959 <sup>2</sup>	3,326	538	1,737 <sup>3</sup>	6,560 <sup>2,3</sup>
# of PFS sites	380	3,313	538	1,737	5,968
# of Foodservice outlets	1,048	276	19	485	1,828

Operating model by site type<sup>4</sup>



■ COCO ■ CONCO ■ Other

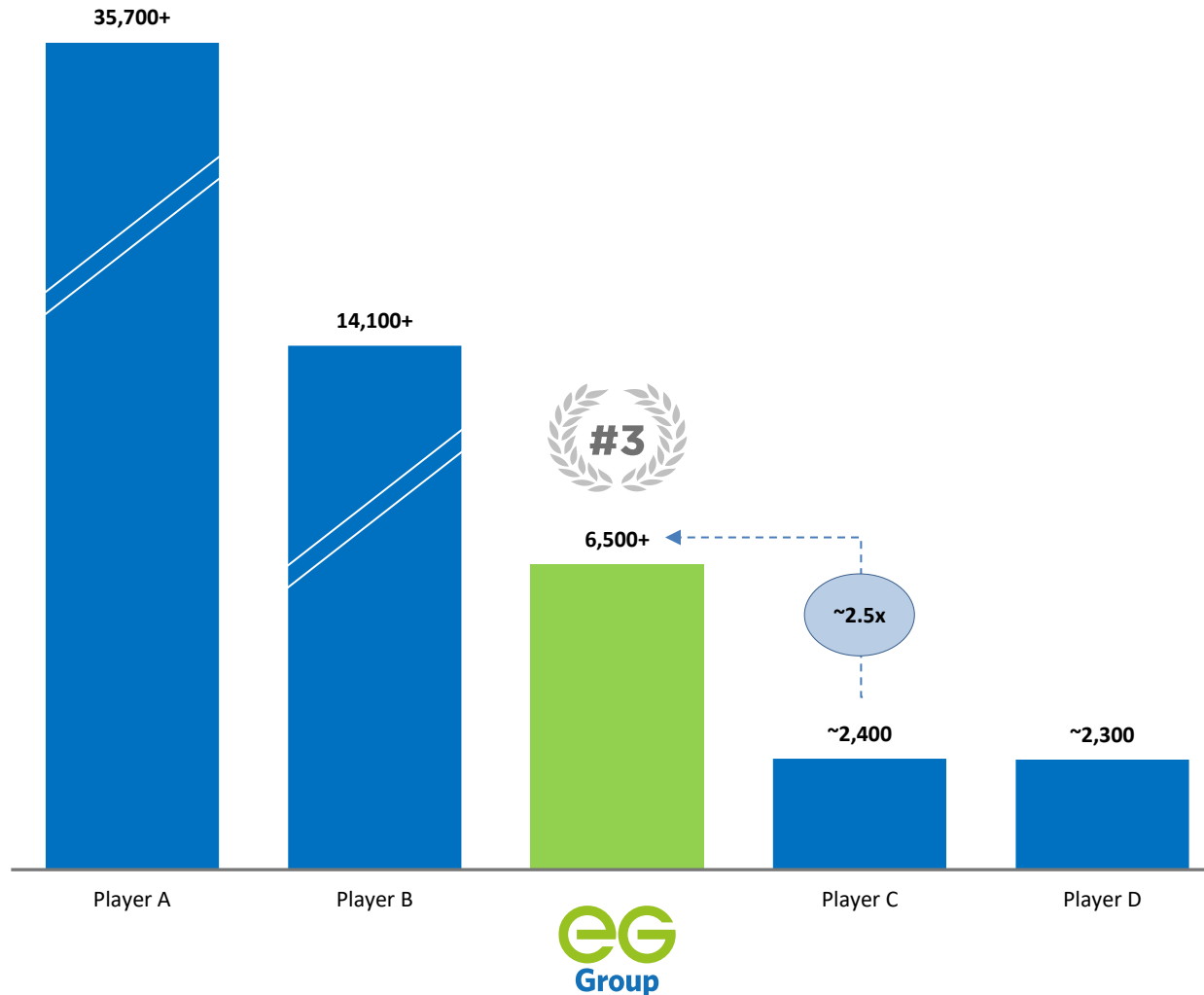
	UK&I	Continental Europe <sup>1</sup>	Australia	USA
<b>Grocery &amp; Merchandise brands</b>	SPAR, Krusty Kreme, ASDA On the Move	Carrefour, Louis Delhaize, Maxi, Cactus, SPAR	Woolworths, Oliver's	Proprietary Brands: America, Cumberland Farms
<b>Foodservice partners and proprietary brands</b>	SUBWAY, GREGGS, Starbucks, Cinnabon, Burger King, KFC, Leon, Sbarro, Cooplands	SUBWAY, Delifrance, Croissanterie, Picadeli, Buffalo Grill, Go Fresh, Backwerk, Ditsch, Pomme de Pain, Coffee Fellows	Pizza Hut, Aurora, Oliver's	Godfather's Pizza, SUBWAY, Dunkin' Donuts, Charleys, Arby's, DQ, Sbarro, Burger King, Taco John's, Cumberland Farms, Cinnabon
<b>Fuel partners</b>	Esso, bp, Shell	Esso, bp, Texaco	Caltex	Phillips 66, bp, Shell, ExxonMobil, Marathon, Citgo, Freepoint

EG Group offers a diverse range of both globally recognised and local speciality brands

- Continental Europe includes Benelux, France, Italy, Germany and all SSC costs. Also includes acquisition of the OMV Forecourts business in Germany
- Comprising 5,968 petrol filling stations and 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments and excludes 26 LEON franchise sites
- Includes 81 standalone Grocery & Merchandise c-stores
- COCO ("Company owned, Company operated"), CONCO ("Company owned, Not Company Operated"), Other refers to DODO ("Dealer owned, Dealer operated") sites, joint venture sites and sites that are operated by an agency
- Comprises EG Sites as at December 31, 2021 and includes future announced acquisitions and divestments
- Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35, EUR/USD 1.13 and AUD/USD 0.72

# #3 LARGEST GLOBAL INDEPENDENT CONVENIENCE RETAILER

## CONVENIENCE RETAILERS BY NUMBER OF SITES



### UK&I

- ✓ 100% COCO sites estate
- ✓ Unique convenience and foodservice offering via strong proprietary brands and partnerships



### USA

- ✓ Scaled coast-to-coast, national footprint
- ✓ Attractive presence in key markets
- ✓ High-quality footprint with Cumberland & Kroger estates



### CONTINENTAL EUROPE

- ✓ Clear #1 independent in Europe
- ✓ Operates in six markets
- ✓ One of the largest European operators of highway sites (230+ sites)



### AUSTRALIA

- ✓ #3 largest independent
- ✓ National footprint covering urban population centres

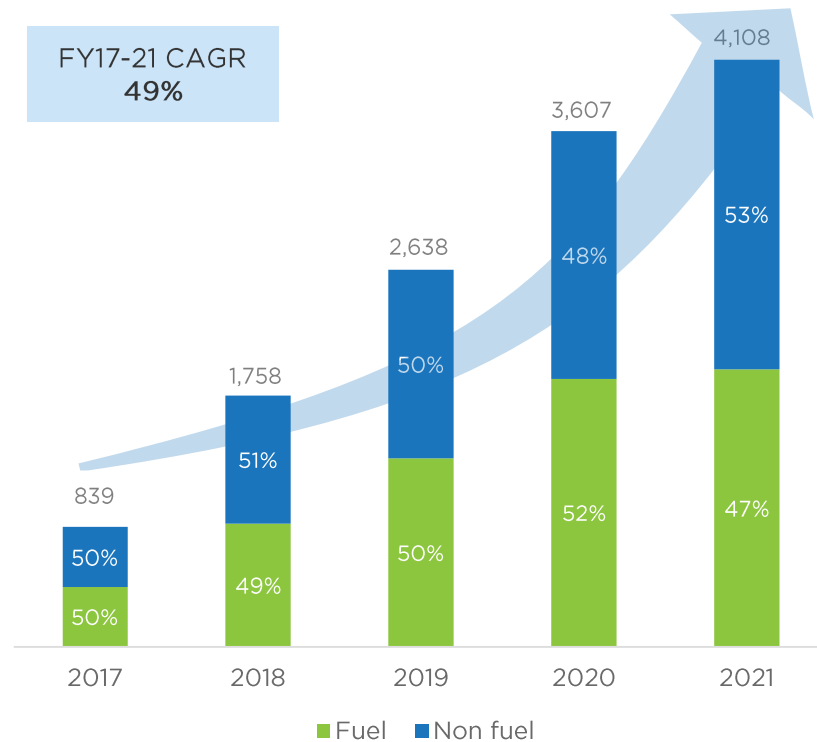
#### Notes

1. Based on publicly available data;
2. Comprising 5,968 petrol filling stations and 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments



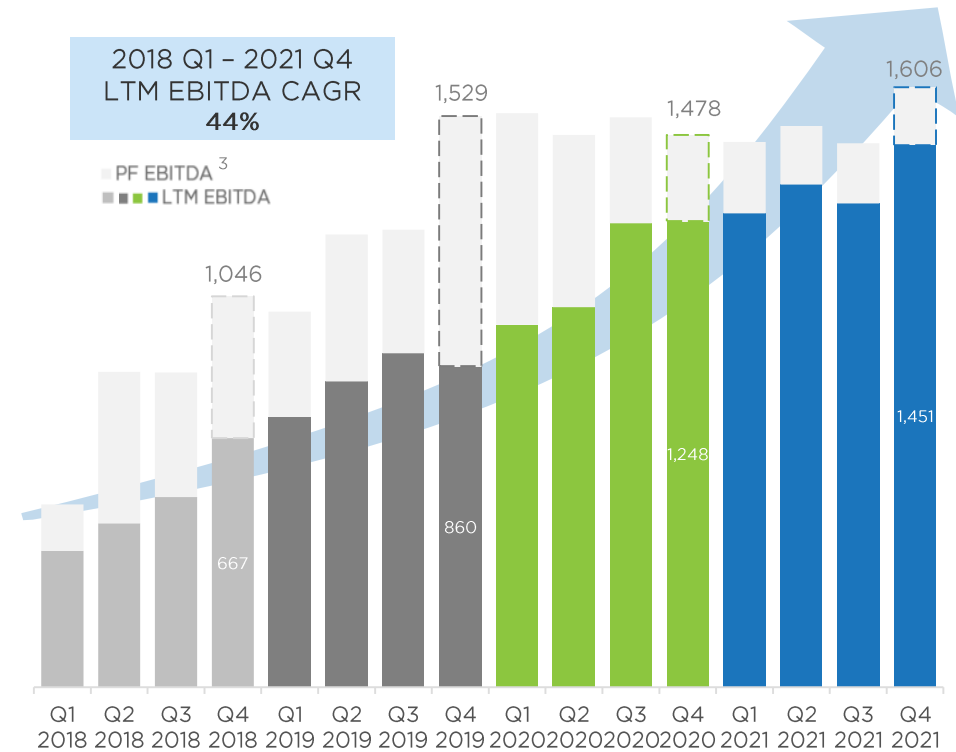
# STRONG FINANCIAL TRACK-RECORD ACROSS KEY METRICS

## GROSS PROFIT (\$M)



## LTM EBITDA<sup>1,2</sup> (\$M)

At Q4 2021 LTM EBITDA accounts for c.90% of PF EBITDA<sup>3</sup>



1. EBITDA is before exceptional items and before the impact of IFRS16.

2. 2018 to 2020 LTM EBITDA reflects the audited financial statements and 2021 LTM EBITDA is based on unaudited numbers

3. Pro Forma EBITDA includes annualisation adjustments for acquisitions and sites opened in the last twelve months, along with unrealised synergies and one-off costs

## EG GROUP SUMMARY



**LEADING GROCERY, GENERAL MERCHANDISE AND FOODSERVICE OFFERING WHICH IS BEING EXPANDED ACROSS ALL MARKETS**



**BEST-IN-CLASS OPERATOR – DELIVERING COMPELLING RETAIL EXPERIENCE TO CUSTOMERS**



**INVESTMENTS IN DIGITAL AND TECHNOLOGY DRIVING CUSTOMER ACQUISITION, LOYALTY AND ENGAGEMENT**



**LONG HISTORY OF VALUE-CREATING M&A**



**PROVEN TRACK-RECORD OF SYNERGY REALISATION AND IMPROVING THE PROFITABILITY OF ACQUIRED SITES**



**AT FOREFRONT OF ENERGY TRANSITION; WELL-POSITIONED TO BENEFIT FROM MOBILITY TRENDS**





# OUR BUSINESS MODEL



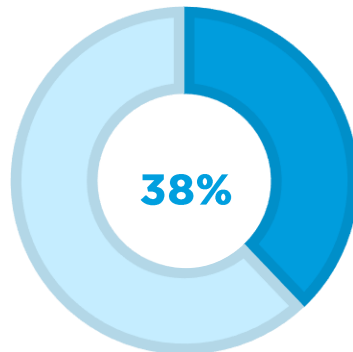


# GROCERY & MERCHANDISE REPRESENTS OVER A THIRD OF GROUP GROSS PROFIT

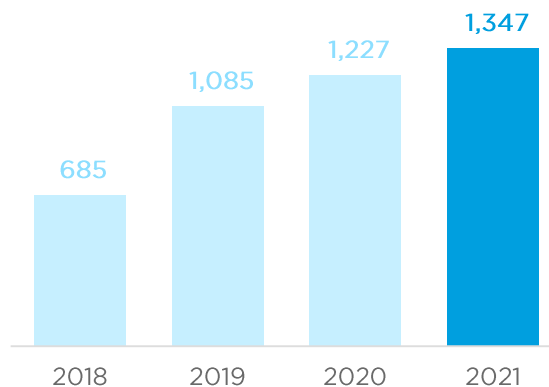


**GROCERY & MERCHANDISE DRIVES  
DIVERSIFICATION TO ENHANCE  
EARNINGS RESILIENCE**

As a % of Group gross profit for 2021



**GROSS PROFIT (\$M)**



## LEADING GROCERY & MERCHANDISE BRANDS

### UK&I



### USA



### CONTINENTAL EUROPE



### AUSTRALIA

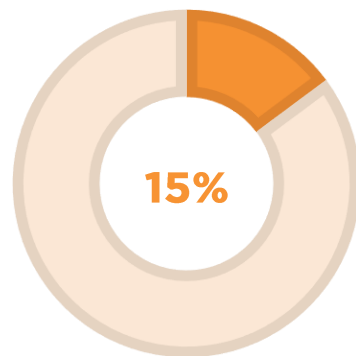


# RECOGNISED FOODSERVICE BRANDS TRANSFORM SITES INTO DESTINATIONS

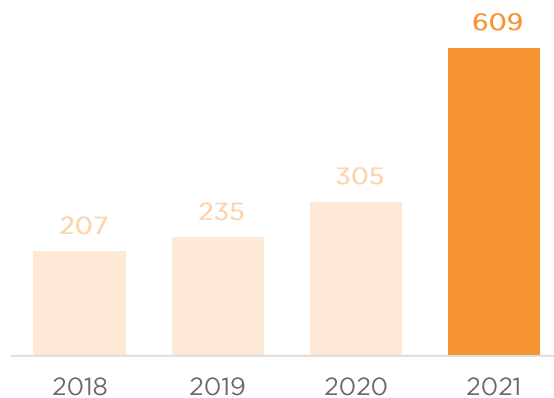
WE HAVE A BREADTH OF ATTRACTIVE FOODSERVICE OFFERINGS WITH RECOGNISED, GLOBAL BRANDS TRANSFORMING OUR SITES INTO DESTINATIONS SERVING MULTIPLE CUSTOMER NEEDS



As a % of Group gross profit for 2021



GROSS PROFIT (\$M)



## LEADING FOODSERVICE PARTNERSHIPS

### UK&I



### USA



### CONTINENTAL EUROPE



### AUSTRALIA



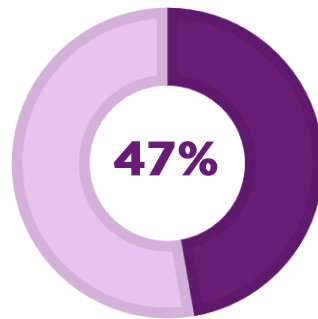


# FUEL RETAIL OPERATIONS IN SIX OF THE TEN LARGEST EUROPEAN MARKETS

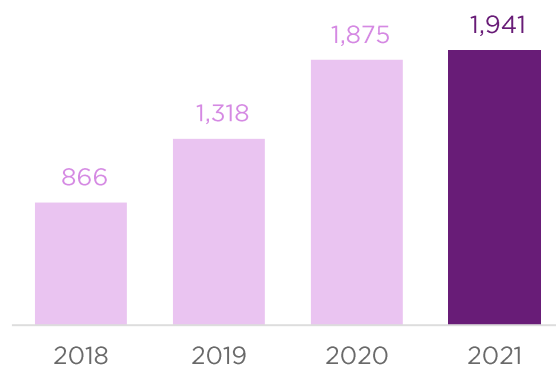


**PREMIUM FUEL POSITIONING  
SUPPORTED BY CONTINUED SITE  
INVESTMENT, NON FUEL OFFER AND  
WHOLESALE SUPPLY AGREEMENTS  
WITH PREMIUM FUEL BRANDS**

As a % of Group gross profit for 2021



**GROSS PROFIT (\$M)**



## LEADING FUEL PARTNERSHIPS

**UK&I**



**USA**



**Continental Europe**



**Australia**



1. Caltex branding in Australia due to expire in December 2022 as Caltex has rebranded to Ampol





# OUR STRATEGY



# OUR STRATEGIC PILLARS



## GROWTH

ORGANIC GROWTH  
AND DEVELOPMENT

ACQUISITION-  
DRIVEN GROWTH



## INNOVATION

MOBILITY

DIGITAL



## SITE NETWORK

GROWING  
NETWORK OF  
MAINLY COMPANY-  
OWNED AND  
COMPANY-  
OPERATED SITES



## FOODSERVICE

PROPRIETARY  
BRANDS

THIRD-PARTY  
BRAND PARTNERS





# FOOTPRINT AND MARKET SHARE GROWTH THROUGH NEW SITES & ACQUISITIONS



## GROWTH

### ACQUISITION-DRIVEN GROWTH

#### ACQUISITION STRATEGY



- Acquisition-driven growth is an important component of our strategy
- Our global footprint provides us the opportunity to consider and pursue strategically attractive transactions, including more opportunistic acquisitions within the fragmented global c-store industry
- We have also recently undertaken several mid-size foodservice acquisitions which can sit independent of, or complementary to, our wider c-store operation
- Continue to be a consolidator of choice in the sector and demonstrate the ability to over-perform in completed acquisitions with EBITDA and synergy realisation at or above management's expected levels

#### ANNOUNCED AND COMPLETED IN 2021



52 restaurants

We intend to continue to further extend our footprint within our existing markets as well as to potentially use our M&A expertise and know-how to expand into new countries

### ORGANIC GROWTH AND DEVELOPMENT

#### NEW-TO-INDUSTRY SITES ("NTI")



- Provides the **flexibility to apply our preferred multi-format operating platform** offering Grocery & Merchandise, Foodservice and Fuel products
- Our NTI sites are **typically larger** than our existing site network and include some of our best-performing sites
- 28 NTI sites opened in 2021
- Continued growth of our land bank to support future new site openings

#### EXISTING SITE ENHANCEMENT



- **Site expansion and replacement** – Re-building, facilities expansion, and purchase of adjacent land and building of new facilities
- **Conversion of suitable sites to the directly managed COCO model** – Identification of sites with potential for material Grocery & Merchandise and Foodservice offerings increase and conversion to fully-controlled COCO model

# SYNERGY OVERVIEW



GROWTH

Management has a demonstrated ability to extract synergies using its well-planned and efficient integration plan

## SYNERGY APPROACH



### In-Store Labor

- Efficiencies in both in-store working hours and overtime hours identified through working practices review
- Secondment of experienced long standing store and regional management to implement EG best practices



### Site SG&A

- EG operating model focuses on cost management and leverages the Group's growing global scale
- Dedicated EG operations team focused on optimizing cost base through detailed cost reviews



### Above-Site Cost

- Consolidation of head office functions
- Potential to establish an efficient and appropriately sized above-site infrastructure leveraging EG's global shared service centres in Blackburn, UK and Westborough, MA, USA



### Fuel Margin

- Implementation of retail pricing strategies through the Group's dynamic pricing
- Economies of scale through fuel purchases across the estate

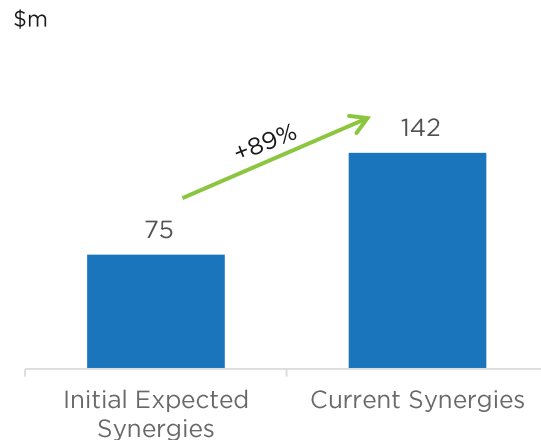


### Non-Fuel Margin

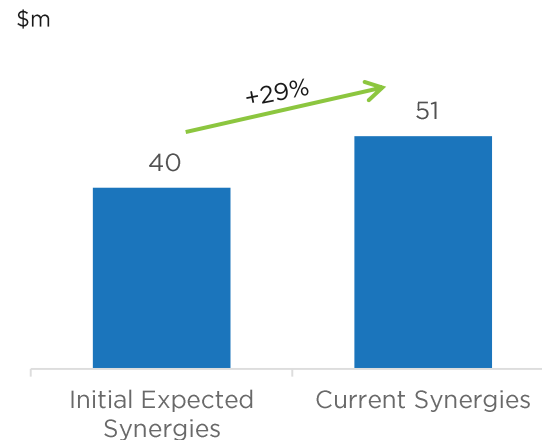
- Comprehensive review of pricing strategy
- Improvement of shop layout
- Investment in non-fuel offerings including through optimisation of recent Foodservice acquisitions
- Focus on reduction of shrink / waste

## HISTORIC ACQUISITIONS: CURRENT SYNERGY STATUS VS. INITIAL EXPECTATIONS

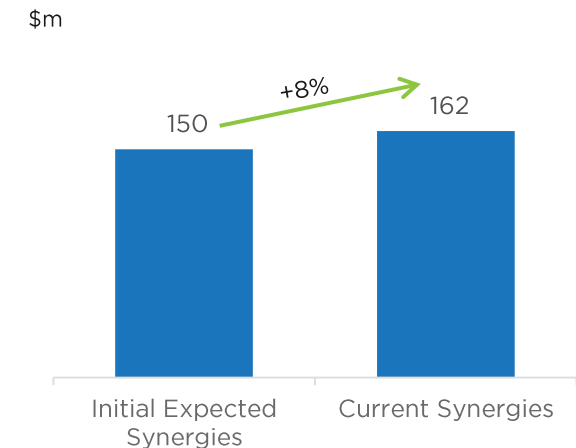
### Kroger C-Stores (Apr-18)



### Esso Germany (Oct-19)



### Cumberland Farms (Oct-19)



## A PLATFORM TO BENEFIT FROM EVOLVING MOBILITY TRENDS



### INNOVATION



Significant portfolio of owned real estate with leading market share positions across Europe, North America and Australia, that have a high proportion of highway and off-highway sites



Large, well-invested sites located in prime locations within high traffic areas representing an opportunity to roll-out EV chargers



Strong existing customer engagement (as a result of multiple brands, loyalty programs, etc.), serving millions of customers a day



EG Group's multi-brand food and convenience destinations allow for seamless charging experience for customers



Difficult to replicate footprint, with over 6,500 sites in 10 countries

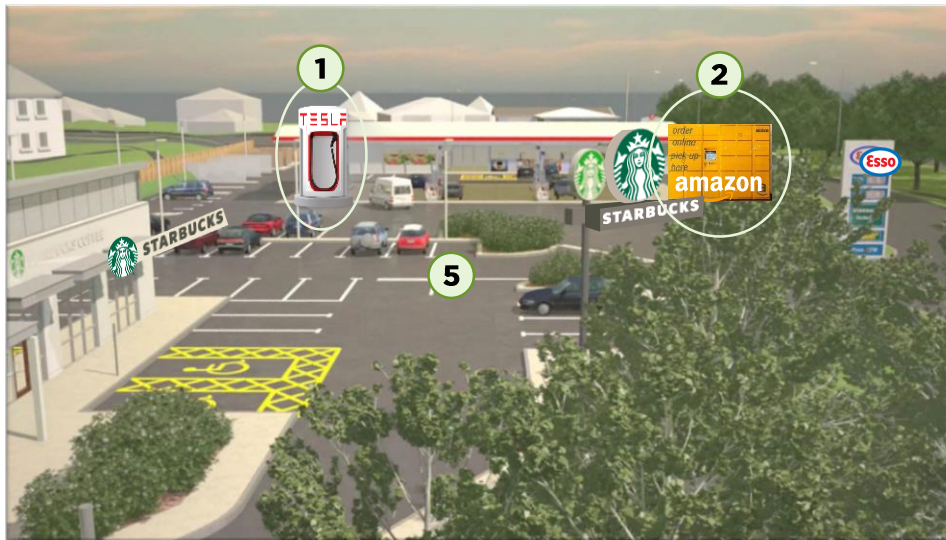


# EG GROUP IS INNOVATING TO ADAPT FOR THE FORECOURT OF THE FUTURE



## INNOVATION

EG GROUP IS CONSTANTLY INNOVATING AND DEVELOPING TO ADAPT FOR THE FORECOURT OF THE FUTURE



### 1 CHARGING POTENTIAL



- ✓ Space available on site to accommodate charging stations

### 2 CLICK AND COLLECT



- ✓ Available space in-store and outdoor for click-and-collect lockers

### 3 NEW PAYMENT SYSTEM READY



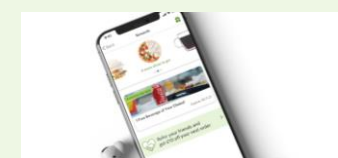
- ✓ IT systems ready for seamless payments
- ✓ Development of CRM data for targeted marketing

### 4 CONVENIENCE RETAIL & FOODSERVICE HUB



- ✓ Sites developed with large offering of proprietary and branded outlets

### 5 APP DEVELOPMENT AND CUSTOMER RETENTION



- ✓ Investment in new software and app(s) to enhance customer experience and retention

# EG GROUP CONTINUES TO EVOLVE ITS TECHNOLOGY PLATFORM



## INNOVATION

### SUMMARY OF KEY INITIATIVES

Digital platforms	<ul style="list-style-type: none"> <li>Applications for product purchase and loyalty scheme (US rollout of SmartPay, launch of our customer app in Australia and the development of a Group-wide customer app)</li> </ul>
In-store digital experience	<ul style="list-style-type: none"> <li>In-store customer experience technology including digital signage, kiosks and smart point of sale</li> </ul>
Seamless payments	<ul style="list-style-type: none"> <li>IT systems ready for seamless payments, with many sites supporting mobile payment and other contactless payment technologies</li> </ul>
Data science	<ul style="list-style-type: none"> <li>Data science to feed decision making forums and improve the loyalty value proposition and drive growth to loyalty platform</li> </ul>
Last mile solutions	<ul style="list-style-type: none"> <li>Collaboration with the delivery and logistics sector offering branded 'click and collect' lockers using available outside and in-store space</li> </ul>
Automation capabilities	<ul style="list-style-type: none"> <li>SAP Private cloud S/4 delivering consolidated platform for system control and future automation opportunities</li> </ul>
Operational efficiency	<ul style="list-style-type: none"> <li>Back-office process automation and machine learning</li> <li>Supply chain optimisation</li> </ul>

### DEEP DIVE ON SMARTPAY

- SmartPay is EG Group's company-owned global payment platform
- SmartPay allows customers in the to pay for fuel, convenience and foodservice on app



~2M USERS

FULL DIGITAL EXPERIENCE  
IN THE US

POTENTIAL TO INCREASE  
NUMBER OF USERS IN  
OTHER MARKETS



OPPORTUNITY TO ROLL-OUT SMARTPAY IN OTHER  
GEOGRAPHIES TO DRIVE CUSTOMER LOYALTY  
AND RETENTION



# DRIVING PROFITABILITY BY BECOMING AN OMNI-CHANNEL PLAYER



## INNOVATION

ENABLEMENT OF LOYALTY REWARDS, FRICTIONLESS PURCHASING AND CLICK AND COLLECT THROUGH OUR DIGITAL APPLICATION IS SEEING AN INCREASE IN CUSTOMER ACQUISITION, AVERAGE TRANSACTION VALUE AND REPEAT VISITS TO OUR SITES



# OUR SITE PORTFOLIO



## SITE NETWORK



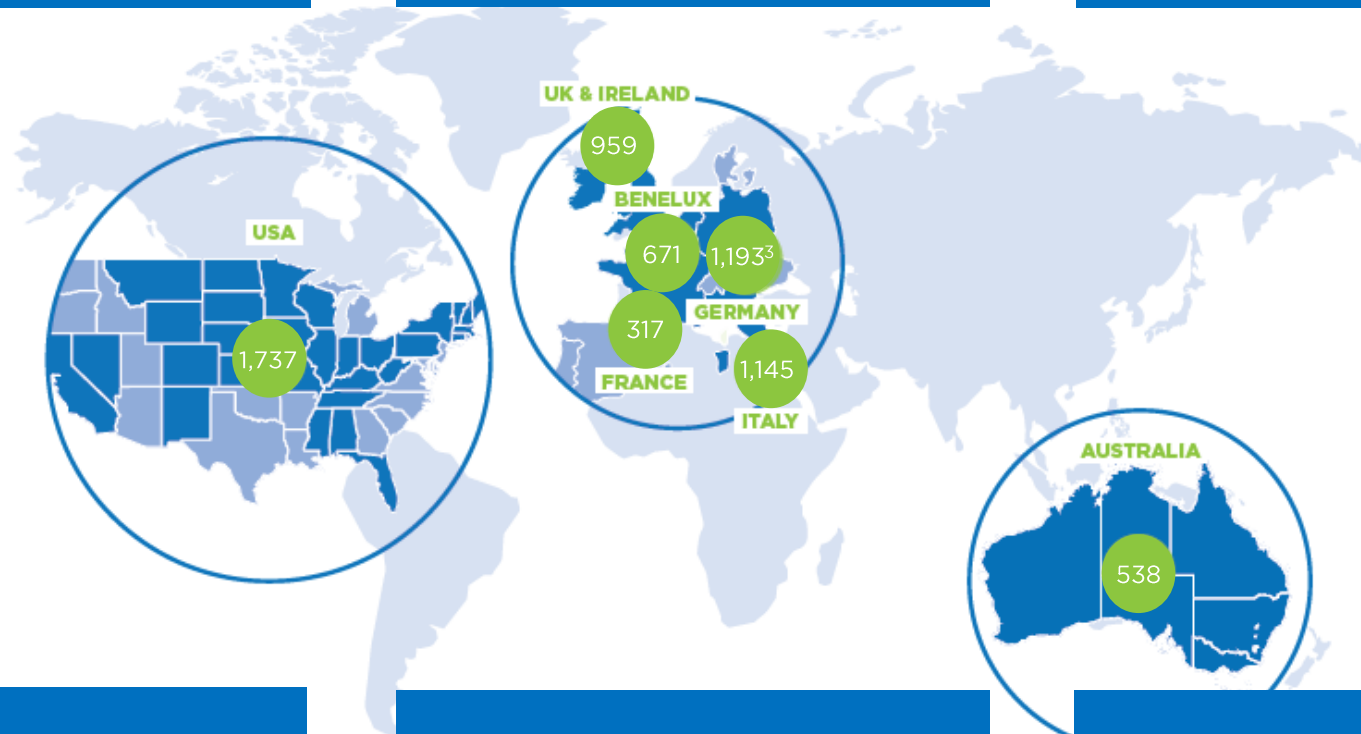
Best-in-class  
non-fuel  
proposition



\$7bn+  
Real Estate  
Value<sup>1</sup>



Prime  
locations



Large sites



Modern &  
well-invested  
network



Diversified  
footprint

1. Data based on a 2019 expert broker opinion of pricing for freehold properties (converted to \$ by EG) translated at Jun-21 LC to \$ conversion closing rate. The opinion of pricing excludes NTI sites opened since this date and acquisitions of Schrader and OMV
2. Note: site numbers comprise 5,968 petrol filling stations and 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments
3. Includes OMV sites to be acquired and reflects the 48 sites to be divested following the German anti-trust authorities clearance decision



# A SIGNIFICANT PROPORTION OF SITES ARE COMPANY OWNED & OPERATED

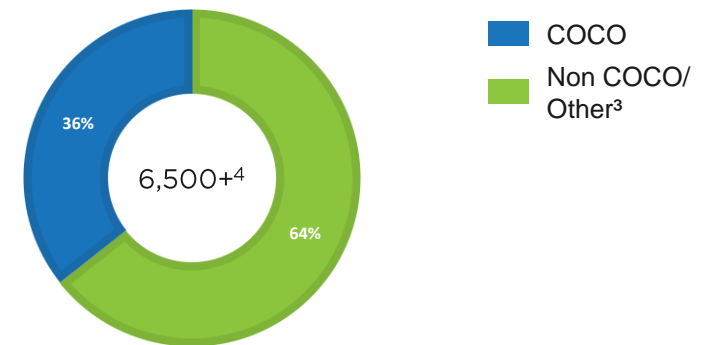


## SITE NETWORK

### ADVANTAGE OF EG GROUP'S COCO OPERATING MODEL



### EG'S ESTATE OPERATING MODEL SPLIT<sup>1</sup>



Mix of company-owned company operated (“COCO”), company-owned not company-operated (“CONCO”) and retailer or dealer owned and operated (“other”)

- COCO** sites’ operations are directly managed by the Group, for which it recognises all aspects of performance and maintenance of the site
- CONCO** sites’ partners<sup>2</sup> are responsible for all non-fuel operations and site-management operating cost. The Group is responsible for fuel equipment-related costs
- DODO** sites are owned and operated by third parties, with site performance and maintenance full responsibility

1. As a percentage of total store network, as of December 2021

2. Dealer, franchisee or retailer

3. Includes CONCO and DODO sites

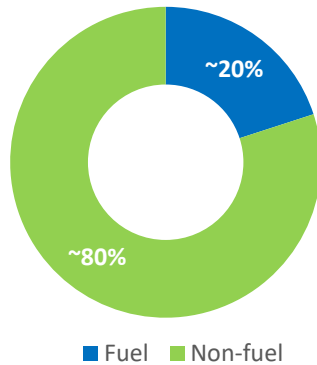
4. Comprising 5,968 petrol filling stations and 592 standalone locations, meaning total site numbers of 6,560, which includes future announced acquisitions and divestments

# THE UK AS OUR TARGET OPERATING MODEL

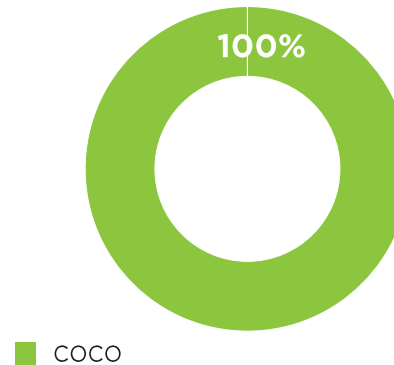


## CURRENT UK OPERATING MODEL

### 1. SPLIT OF GROSS PROFIT



### 2. COCO MODEL



### 3. EBITDA PER SITE

~\$500k

- ✓ Leading foodservice outlets, including proprietary brands LEON and Cooplands, and branded outlets drive c.80% of gross profit from non-fuel and promote sites as multi-mission destination
- ✓ Extensive G&M offering boosted by 'ASDA on the move' proposition
- ✓ UK&I model focused on 100% COCO operations, leading to greater control over non-fuel offerings



## WIDER EG FOCUS ON COCO MODEL AND NON FUEL STRATEGY

- ✓ Focus on COCO model and non fuel roll-out and remodels across new and existing sites
- ✓ Continued conversions of franchise and dealer operated sites that have been acquired to COCO and development of foodservice and grocery and merchandise offerings
- ✓ Conversions to date has focused particularly on France and Benelux, with potential to continue conversions in Germany and Italy
- ✓ High throughput and strategically located sites continually evaluated and identified for COCO conversion



# MORE THAN A DECADE OF SUCCESSFUL FOODSERVICE PROPOSITION OPERATIONS



## FOODSERVICE

### THIRD-PARTY PARTNERSHIPS

#### LEADING FRANCHISEE POSITIONING FOR SELECTED LEADING FOODSERVICE PARTNERS



- Partnership started in 2016, in the UK
- EG Group is the largest KFC franchisee in Western Europe, with 220 restaurants operated in Europe and in the UK<sup>1</sup>



- Partnership started in 2013
- EG Group is Greggs' largest franchisee, with 200+ outlets across the UK



- Partnership started in 2010
- EG Group operates 150+ outlets in the UK, France and Belgium



Others

### PROPRIETARY BRANDS

#### HIGHLY COMPLEMENTARY PROPRIETARY OFFERING



- LEON was acquired in May 2021, becoming EG Group's first proprietary brand under the foodservice segment
- LEON serves healthy and fresh food from a network mainly located in London and travel hubs
- EG Group plans to open ~20 LEON restaurants per year from 2022



- EG Group acquired Cooplands Bakeries, the second largest bakery chain in the UK, in October 2021
- Cooplands own and operates high-quality bakery assets in the UK, and distributes through its supply and logistics network to 200 stores and cafés
- EG Group plans to invest in the Cooplands brand and fresh food offering



- Go Fresh is a proprietary brand of EG Group provides customer with a place to stop, refresh, and enjoy a sandwich, hot food and beverages



- US c-store operator acquired in 2019, offering hot and cold drinks and food, and a wide range of refreshments and snacks under Cumberland Farms brand

**WE PLAN TO INCREASE OUR PENETRATION WITHIN THE FOODSERVICE MARKET, AND ARE CONTINUALLY EVALUATING OPPORTUNITIES TO PARTNER WITH LEADING FOODSERVICE BRANDS AND DEVELOP OUR PROPRIETARY OFFERING**

1. As of December 2021



# OUR OPERATIONS

# UK&I



## UK&I SNAPSHOT

Regional  
EBITDA<sup>1</sup>

**\$489m**

Number of  
sites<sup>3</sup>

**959**

EBITDA<sup>1</sup>  
per site

**\$510k**

Non-fuel share  
of GP<sup>2</sup>

**77%**

Number of  
PFS

**380**

Number of food  
outlets

**1,048**

- ✓ Having grown over a period of 20 years, our UK&I business represents the Group's most mature business with regard to our forecourt strategy and customer proposition
- ✓ Our UK & Ireland Foodservice platform is rapidly expanding via the acquisition of more franchised restaurants and addition of new leading proprietary brands (LEON, Cooplands)
- ✓ Our 100% COCO UK&I sites estate is constantly enriched by the development of new-to-industry sites

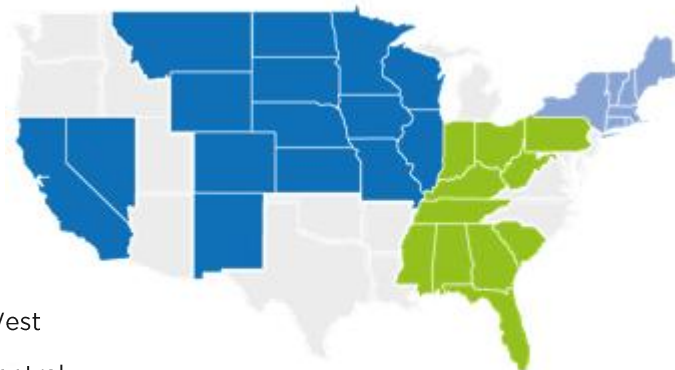
1. Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35, EUR/USD 1.13 and AUD/USD 0.72

2. Non-fuel gross profit calculated as unaudited UK&I 2021 Grocery & Merchandise and Foodservice gross profit / total unaudited UK&I 2021 gross profit

3. Comprising 380 petrol filling stations and 579 standalone locations, meaning total site numbers of 959



# USA



West  
Central  
East



## USA SNAPSHOT

Regional  
EBITDA<sup>1</sup>

**\$623m**

Number of  
sites<sup>3</sup>

**1,737**

EBITDA<sup>1</sup>  
per site

**\$358k**

Non-fuel share  
of GP<sup>2</sup>

**53%**

Number of  
PFS

**1,737**

Number of food  
outlets

**485**

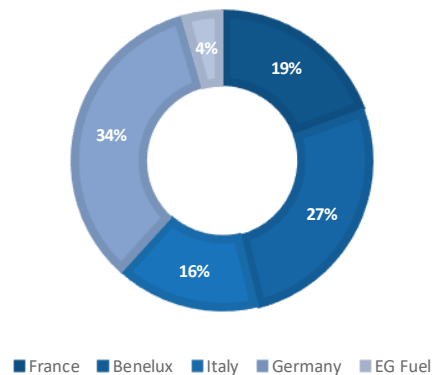
- ✓ Our US platform operates across 33 states, and represents the fourth largest c-store estate in the country
- ✓ We build upon this strong platform and improve our customer proposition via key initiatives:
  - ✓ Continued roll-out of Foodservice offering
  - ✓ Leverage of Cumberland Farms loyalty scheme and customer app to develop our customer loyalty programmes
  - ✓ Continued estate expansion and improvements via sits acquisition and development

1. Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35, EUR/USD 1.13 and AUD/USD 0.72  
 2. Non-fuel gross profit calculated as unaudited USA 2021 Grocery & Merchandise and Foodservice gross profit / total unaudited USA 2021 gross profit  
 3. Comprises EG site network as at December 31, 2021 and includes announced, but not completed acquisitions and divestments

# CONTINENTAL EUROPE<sup>1</sup>



## EBITDA<sup>2</sup> SPLIT BY COUNTRY



## CONTINENTAL EUROPE SNAPSHOT

Regional  
EBITDA<sup>2</sup>

**\$360m**

Number of  
sites<sup>4</sup>

**3,326**

EBITDA<sup>2</sup>  
per site

**\$108k**

Non-fuel share  
of GP<sup>3</sup>

**37%**

Number of  
PFS

**3,313**

Number of food  
outlets

**276**

- ✓ We operate a large European network, built around the acquisitions of EFR in France and Benelux, Esso Italy NRGValue in the Netherlands and Esso Germany
- ✓ Our prime location European estate comprises of 237 highway sites, and a further 309 unmanned locations
- ✓ We continue to invest in our Foodservice proposition, rolling out several local specialty third-party branded outlets, and to develop our Grocery and Merchandise offering by expanding our relationship with key partners such as Carrefour in France
- ✓ Our European estate also represents the highest proportion of company-owned, not company-operated (“CONCO”) sites, with potential to convert selected suitable sites to preferred COCO model

1. Continental Europe includes Benelux, France, Italy, Germany and all SSC costs.  
 2. Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35, EUR/USD 1.13 and AUD/USD 0.72  
 3. Non-fuel gross profit calculated as unaudited Continental Europe Grocery & Merchandise and Foodservice gross profit / total unaudited Continental Europe 2021 gross profit  
 4. Comprising 3,313 petrol filling stations and 13 standalone locations, meaning total site numbers of 3,326, which includes future announced acquisitions and divestments

# AUSTRALIA



## AUSTRALIA SNAPSHOT

Regional  
EBITDA<sup>1</sup>

**\$135m**

Number of  
sites<sup>3</sup>

**538**

EBITDA<sup>1</sup>  
per site

**\$250k**

Non-fuel share  
of GP<sup>2</sup>

**22%**

Number of  
PFS

**538**

Number of food  
outlets

**19**

- ✓ We operate the second largest independent c-store retailer by fuel volume in Australia, and the third largest by site number
- ✓ We are focused on developing our Foodservice offering in the region through brand licences and franchises such as Olivers Food to Go (10-year Australia exclusive licence), Pizza Hut or Café Aurora
- ✓ We are rolling out a store refresh programme, to ensure development of our site network and develop our Grocery & Merchandise offering

1. Unaudited Q4 2021 pre-IFRS 16 LTM EBITDA including Pro Forma Run-Rate transaction adjustments based on December, 31 FX rates of GBP/USD 1.35 and AUD/USD 0.72  
 2. Non-fuel gross profit calculated as unaudited Australia 2021 Grocery & Merchandise and Foodservice gross profit / total unaudited Australia 2021 gross profit  
 3. Comprising EG site network as at December 31, 2021 and includes announced, but not completed acquisitions and divestments





24  
Hours



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