



AMAURY MARESCAUX

CEO
Gondola Foodservice

F*CK
DATA

ACTION

From Gut Feel to Quantitative Facts

From

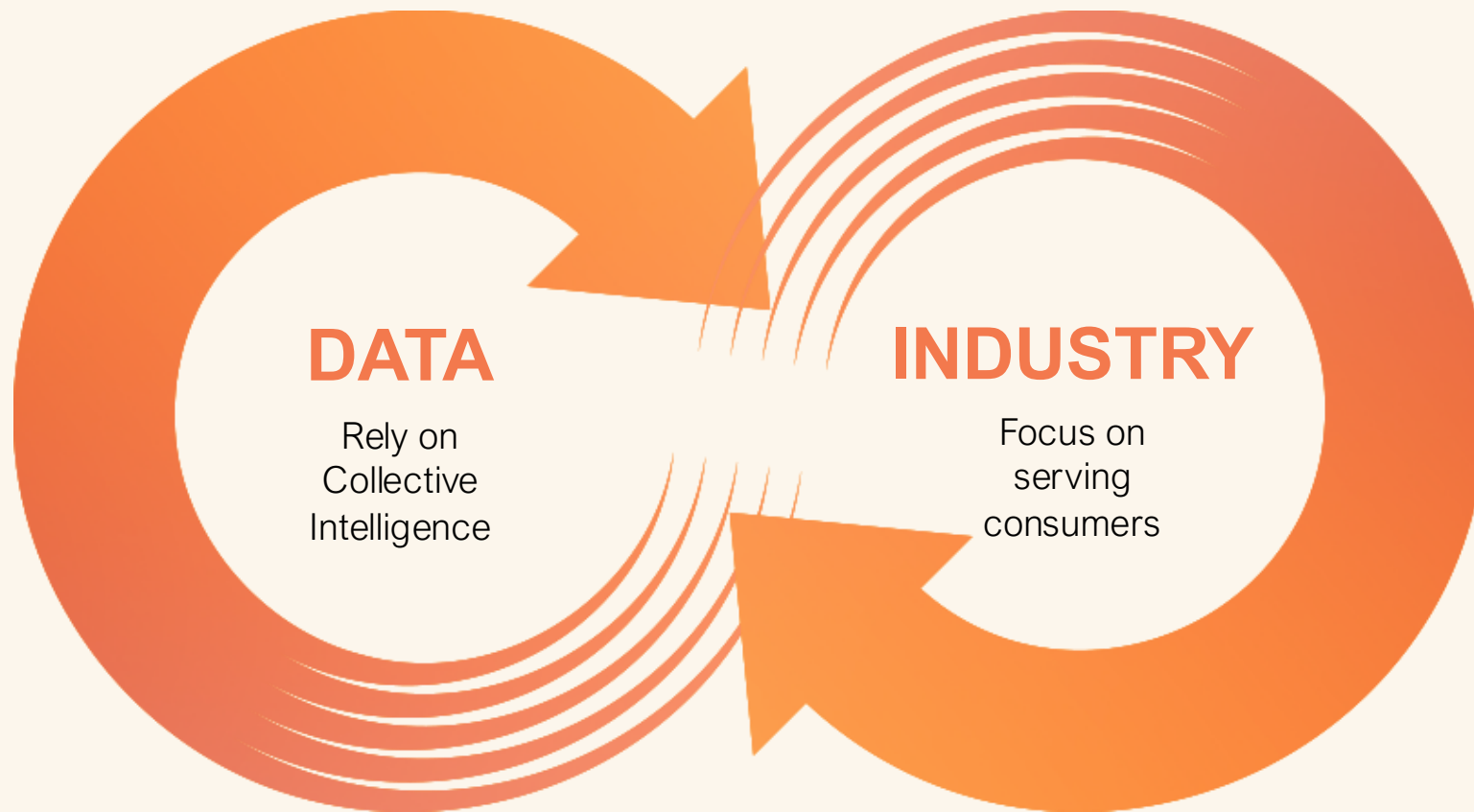
- A market estimated between **12 and 24 billion €**
- A **sentiment of higher inflation** in restaurants vs total market
- Consumers declaring spends of **-9.8%** in petrolshops
- Brand A should be the **2nd player** in the category

To

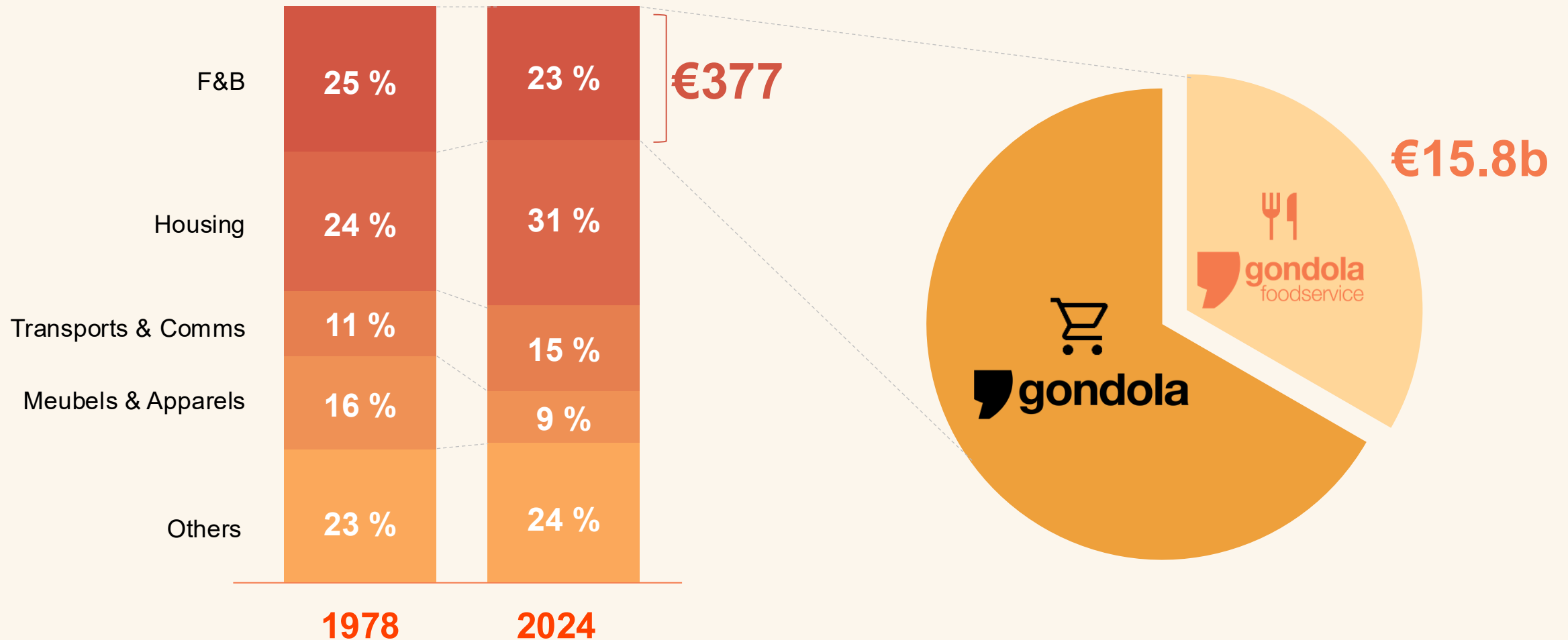
- A market measured at **15.8 billion €**
- The **reality of higher inflation** for F&B total (+40%) vs restaurants (+30%)
- Transactions delivering a **+1.4%** value growth in petrolshops
- Brand A has a market share of **5.2% in foodservice & 10% in cafés & bars**

1

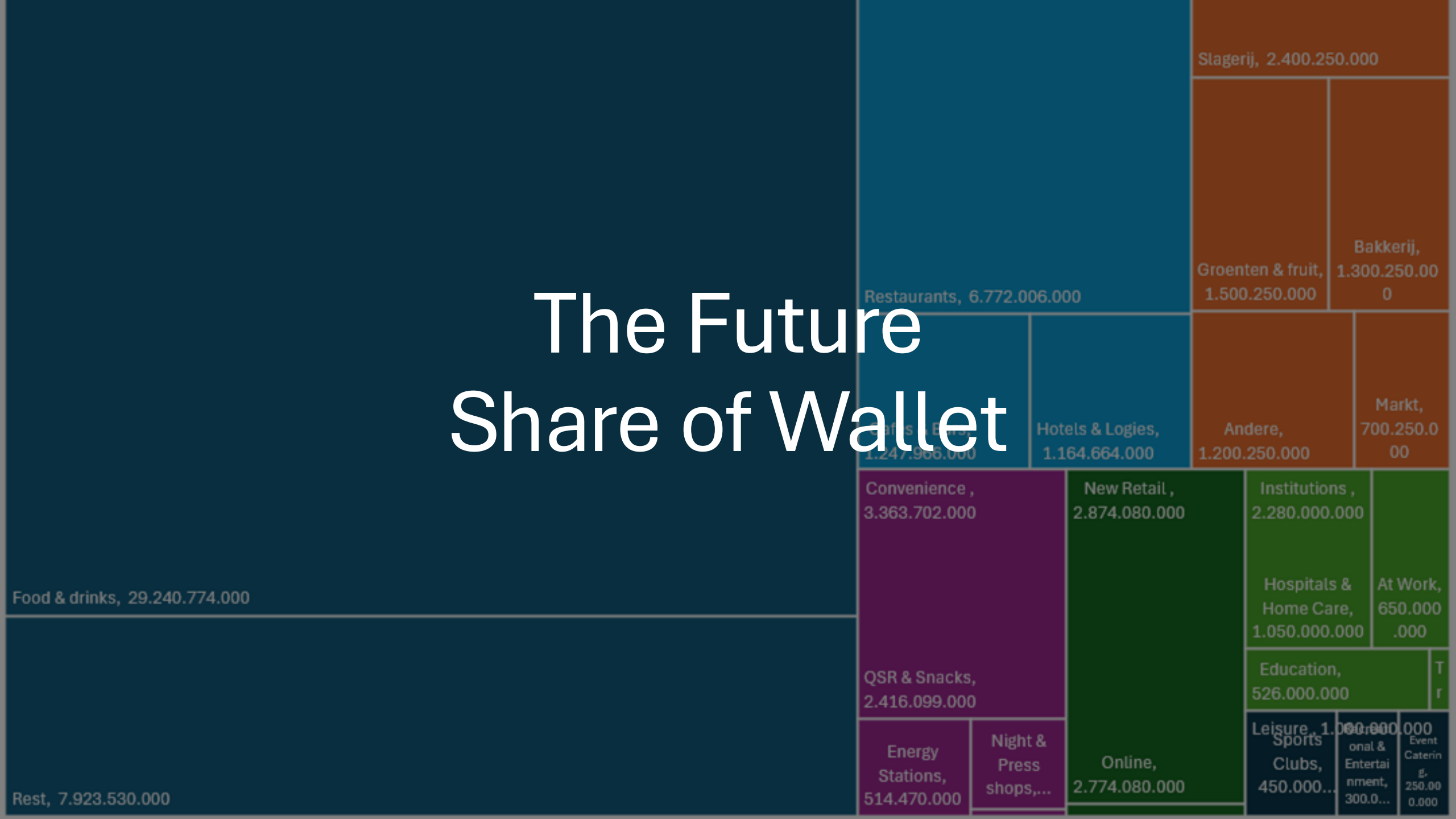
OUTSMART COLLECTIVE



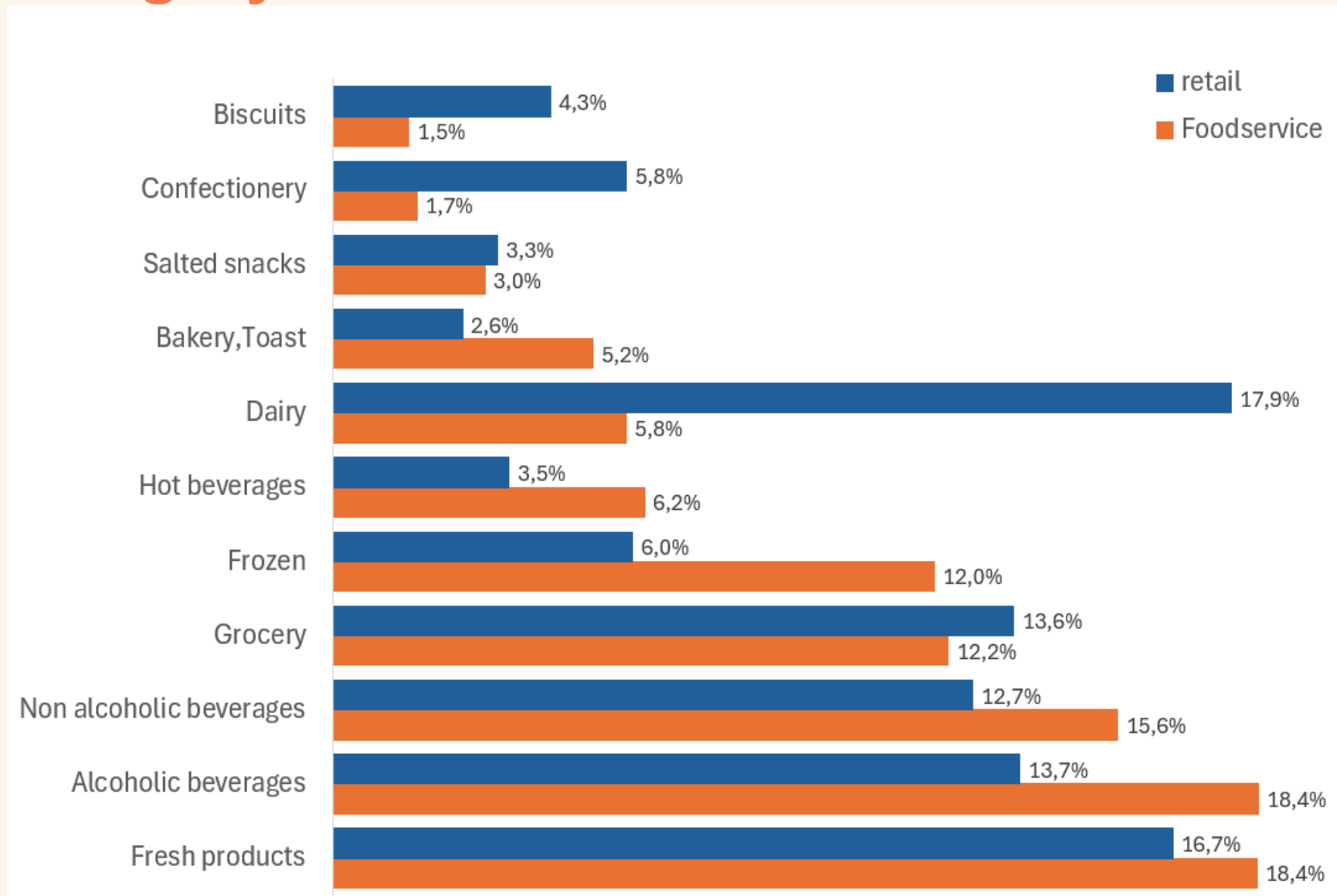
€377 monthly spent on F&B, stable with 1/3 in OOH

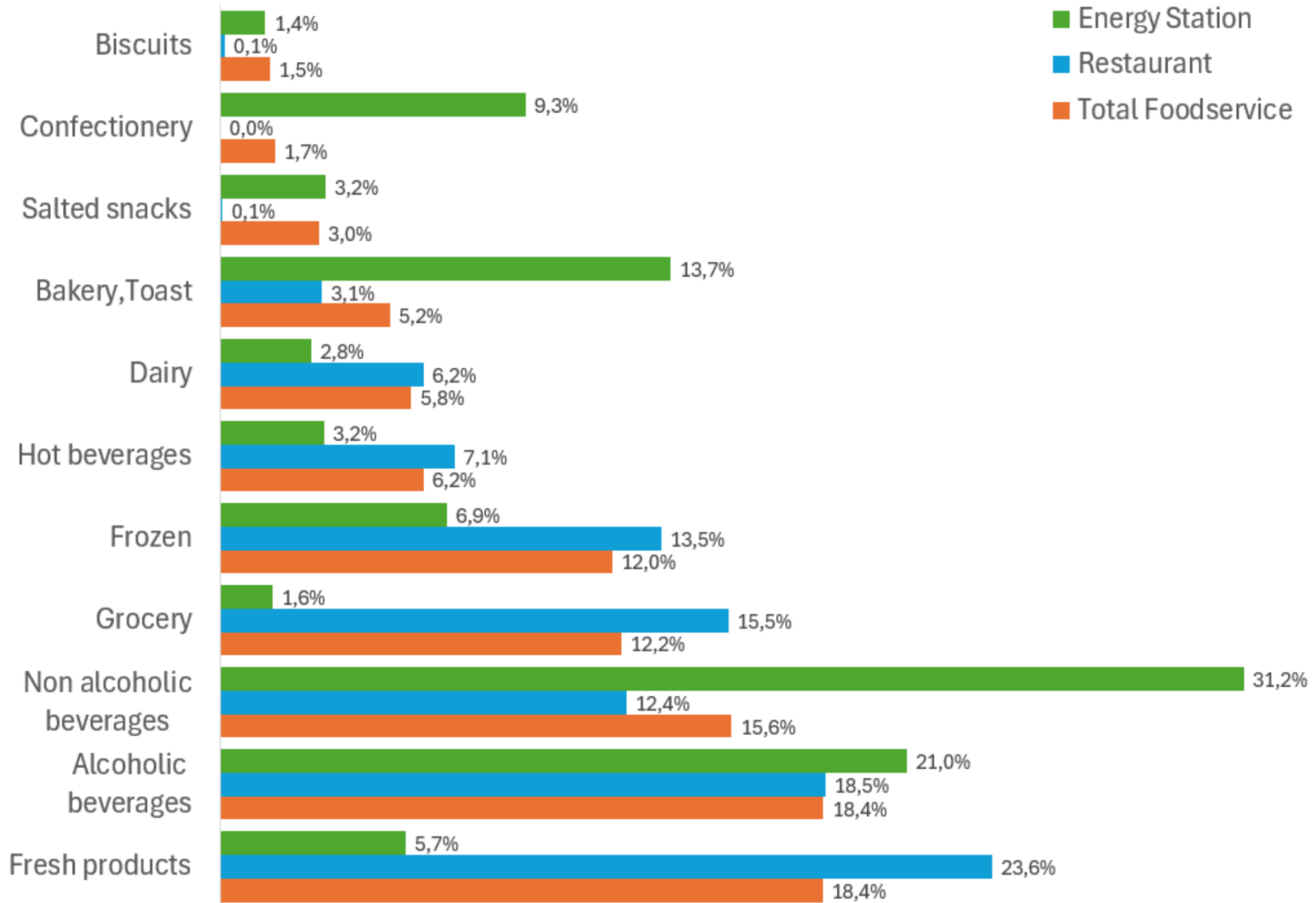


The Future Share of Wallet

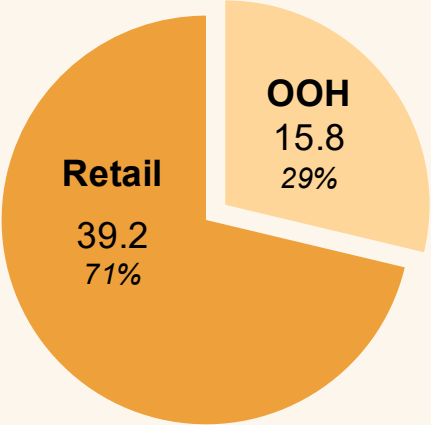


Value Category Share Retail vs Foodservice

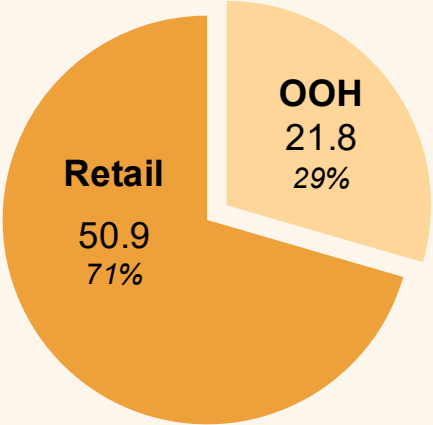




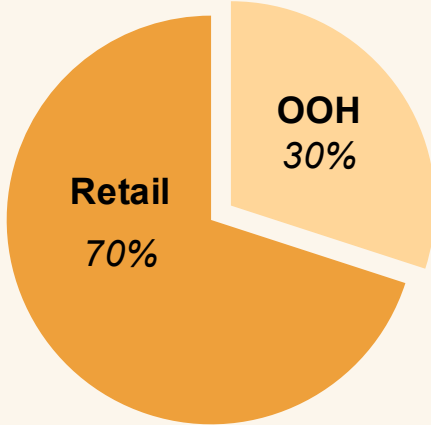
Belgium share of OOH consumption in EU context



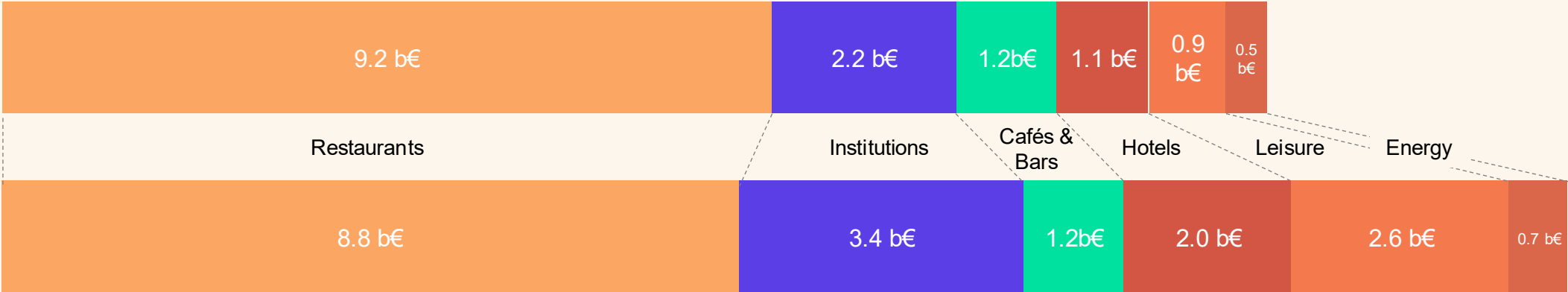
Belgium



The Netherlands*



Europe



* Numbers are provided by the Foodservice Instituut Nederland

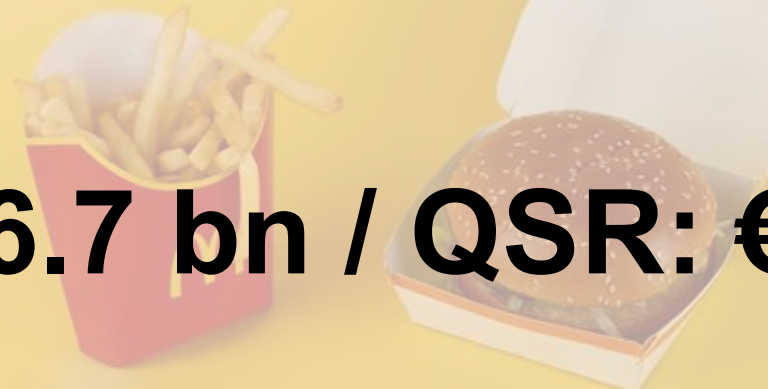
Restaurants



Consumer Value:

€9.2 bn (57% FS)

Evol '24/'25 +4.45%



FSR: €6.7 bn / QSR: €2.4 bn

Number of Outlets: 32.7k

FSR: 21.7k / QSR: 11k



A large but fragmented market. Expensive to cover.

32,000

Restaurants to visit

5

Visits per day

×

220

Days per year

×

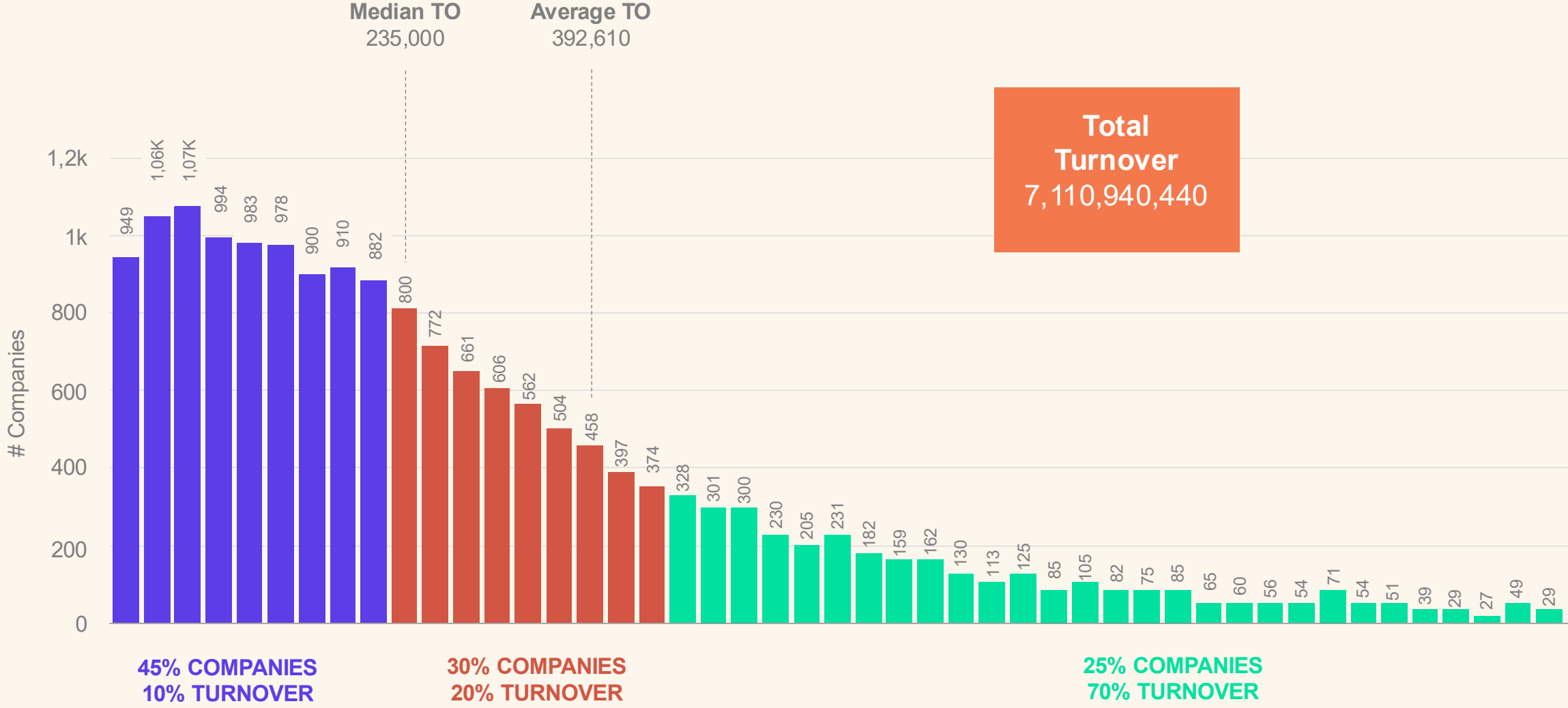
30

Sales Executive
@ 80k / year



2.4
Millions €

So where should you play first?



Focus on the Belgian market **stars**



Rubens

4.4 ★★★★★ 3,571 Google reviews

Turnover : 8.89 mio
Margin : 4.21 mio



De Kastart

4.2 ★★★★★ 2,760 Google reviews

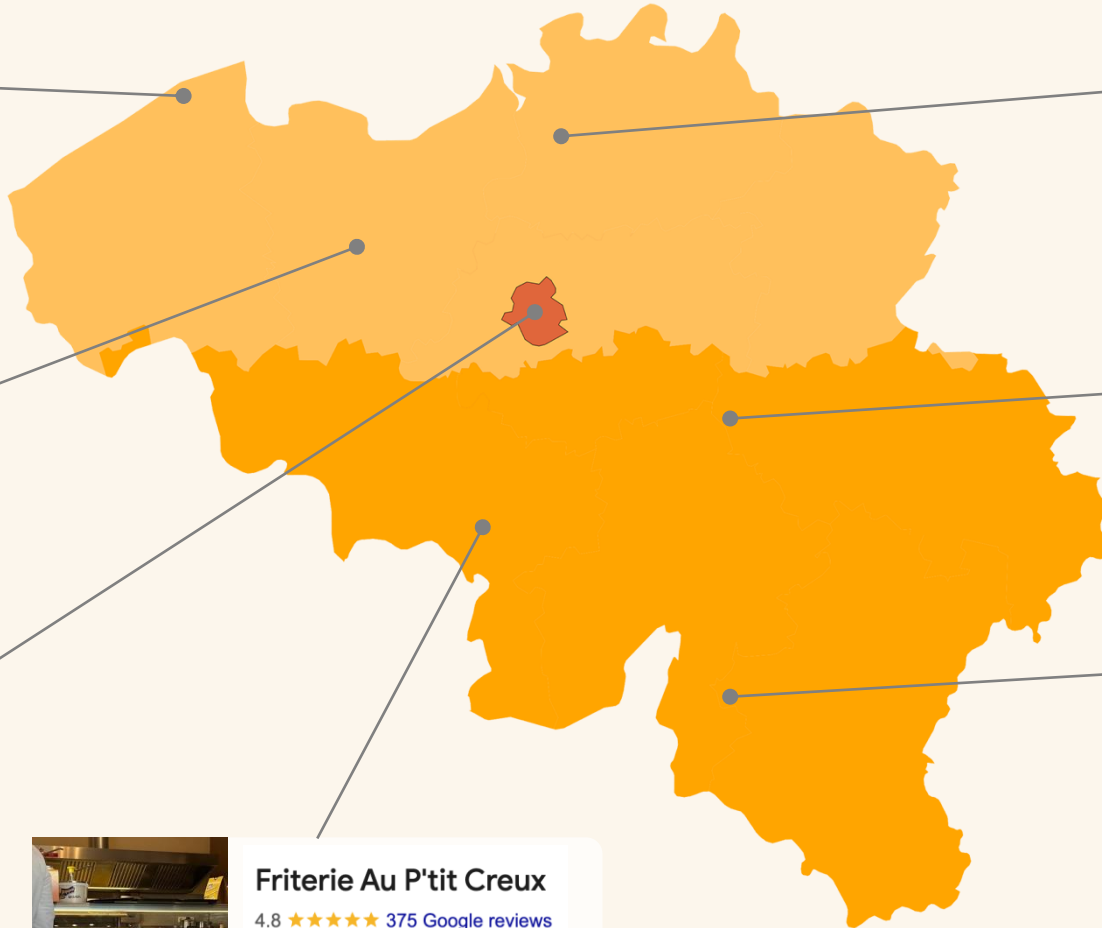
Turnover : 6.7 mio
Margin : 1.46 mio



Au Vieux Saint Martin

4,1 ★★★★★ 2,034 reviews ⓘ

Turnover : 5.5 mio
Margin : 1.2 mio



Hechi

4.1 ★★★★★ 3,382 Google reviews

Turnover : 2.43 mio
Margin : 1.35 mio



Le Panorama

4.2 ★★★★★ 2,356 Google reviews

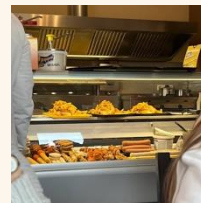
Turnover : 2.35 mio
Margin : 0.46 mio



La Table de Maxime

4.7 ★★★★★ 633 Google reviews

Turnover : 2.24 mio
Margin : 0.53 mio



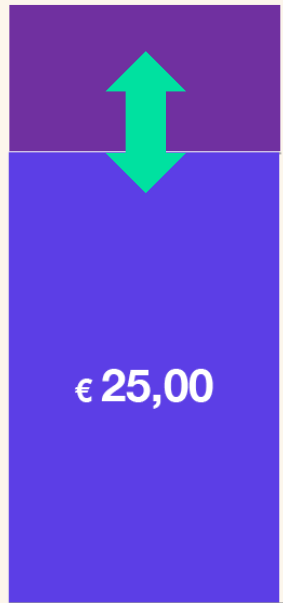
Friterie Au P'tit Creux

4.8 ★★★★★ 375 Google reviews

Turnover : 1.43 mio
Margin : 0.59 mio

Help Restaurants to improve their **Unit Economics**

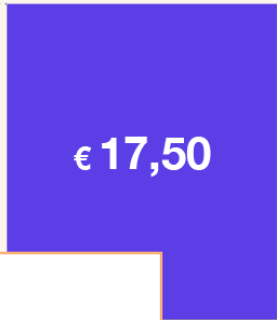
Extra Value



Average Ticket



Cost of goods sold



Labor

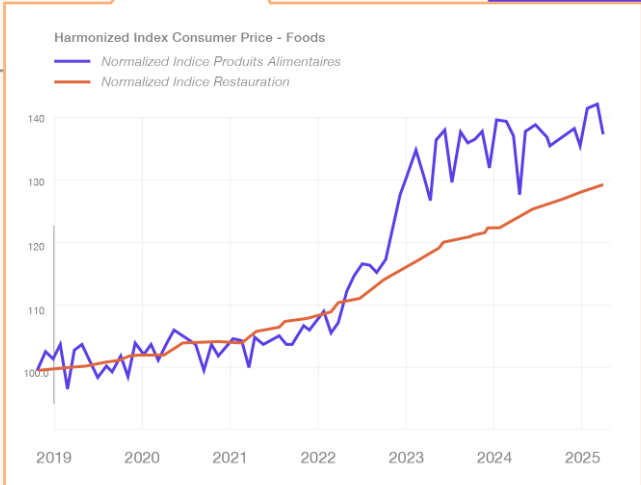
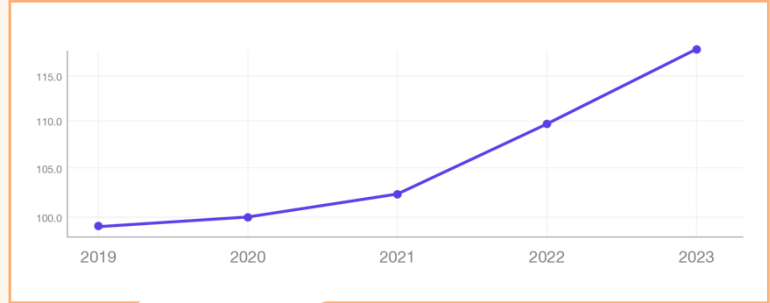


Energy & Occupancy



5% margin

Contribution Margin



Energy Stations

Consumer Value:

€515m

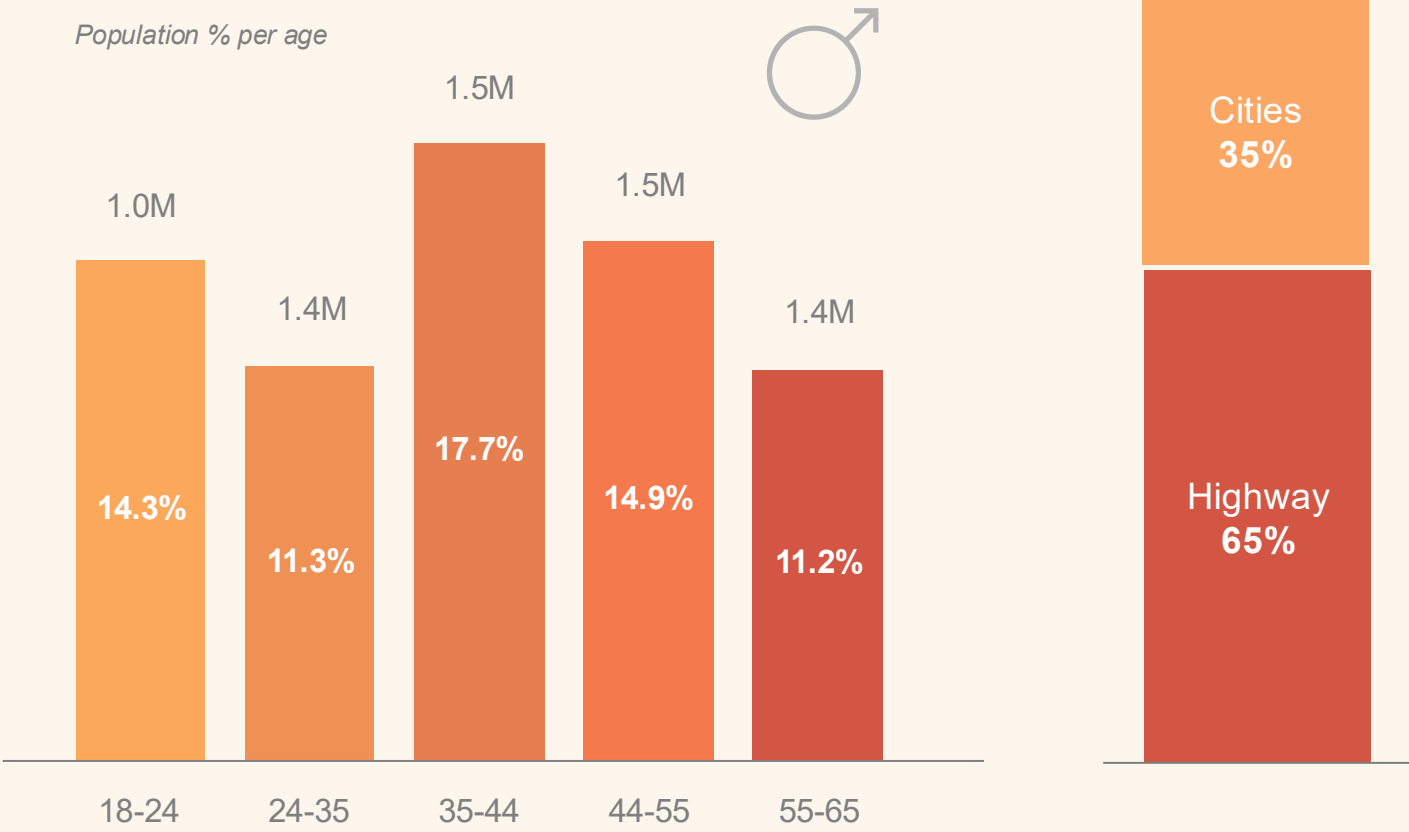
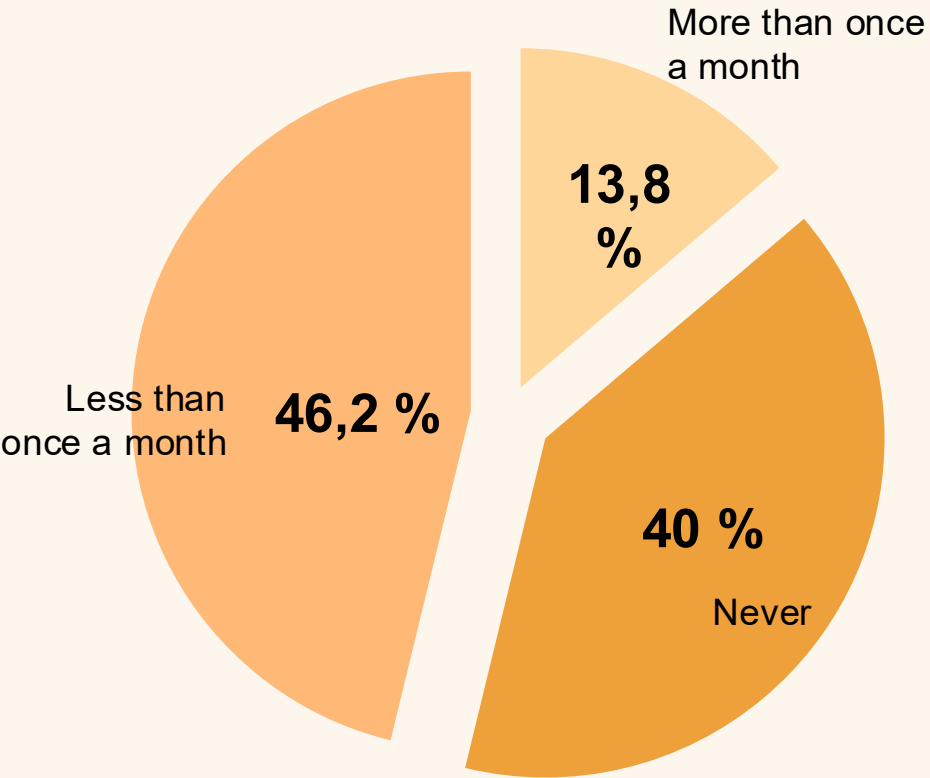
(3.2% FS)

Evol '24/'25 +1.4%

Number of Outlets: 1.4k

Monthly Penetration Shops: 13.8%

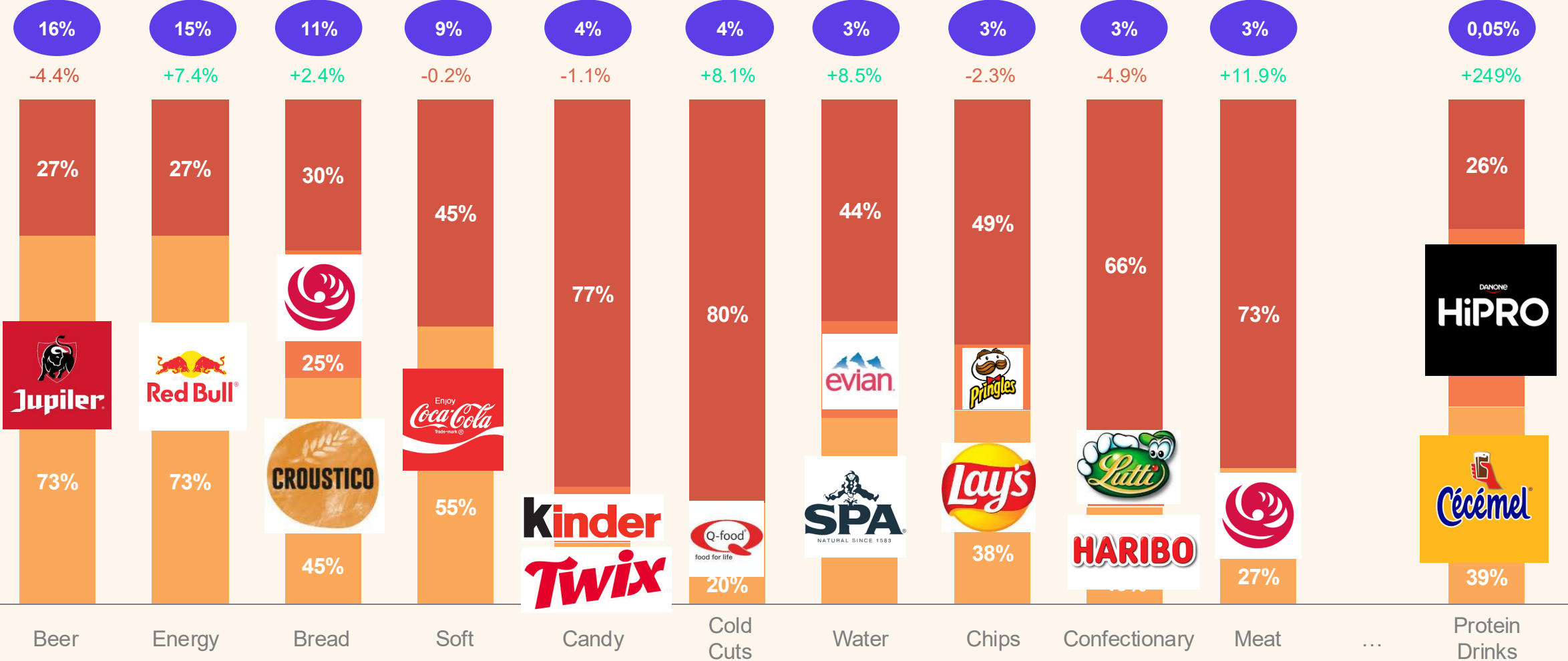
How often and where do you shop F&B in Energy Stations?



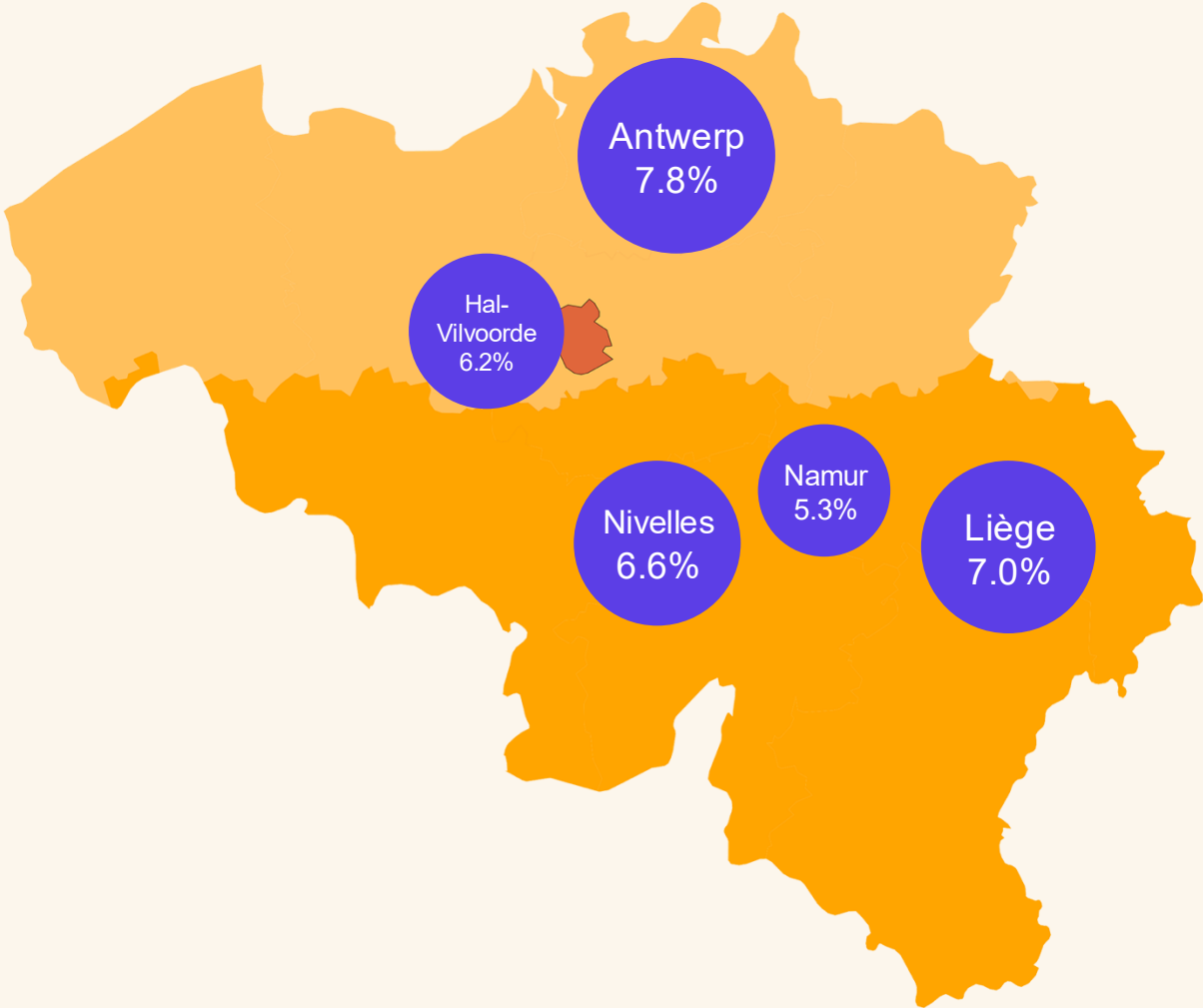
Which Category & Brands are shopped?

TOP 10 : 70% of value

Rest (56): 30% of value



What are the biggest locations?



Top 5

67%

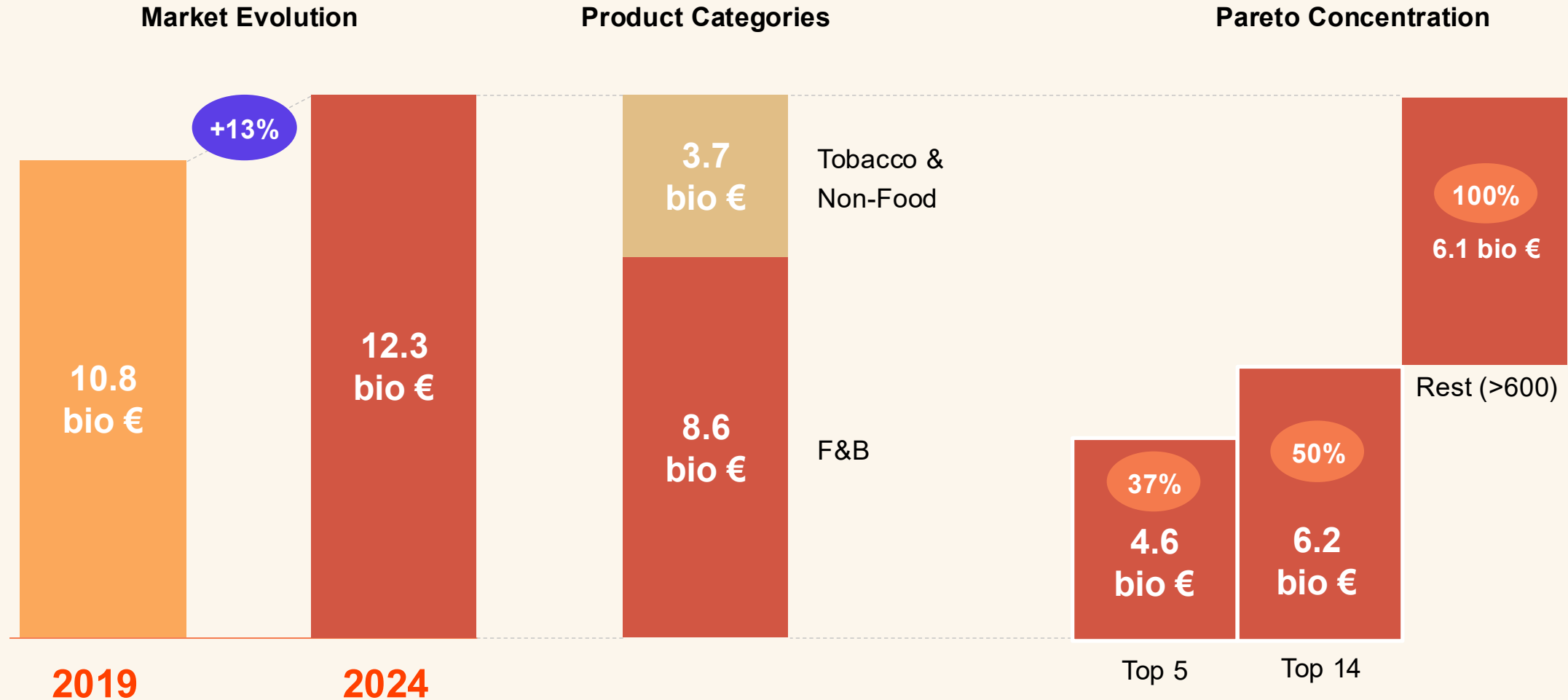
Rest
(37)

WHOLESALE

Food Service Industry Value Chain

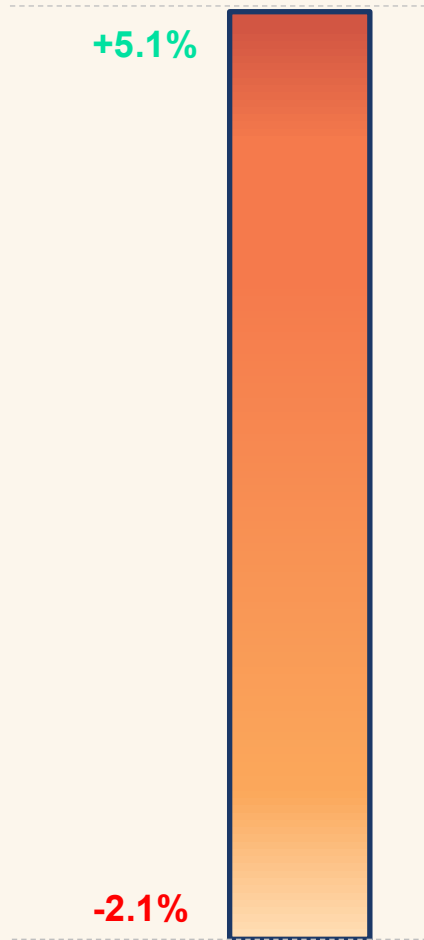


A highly fragmented market, dominated by 14 key players

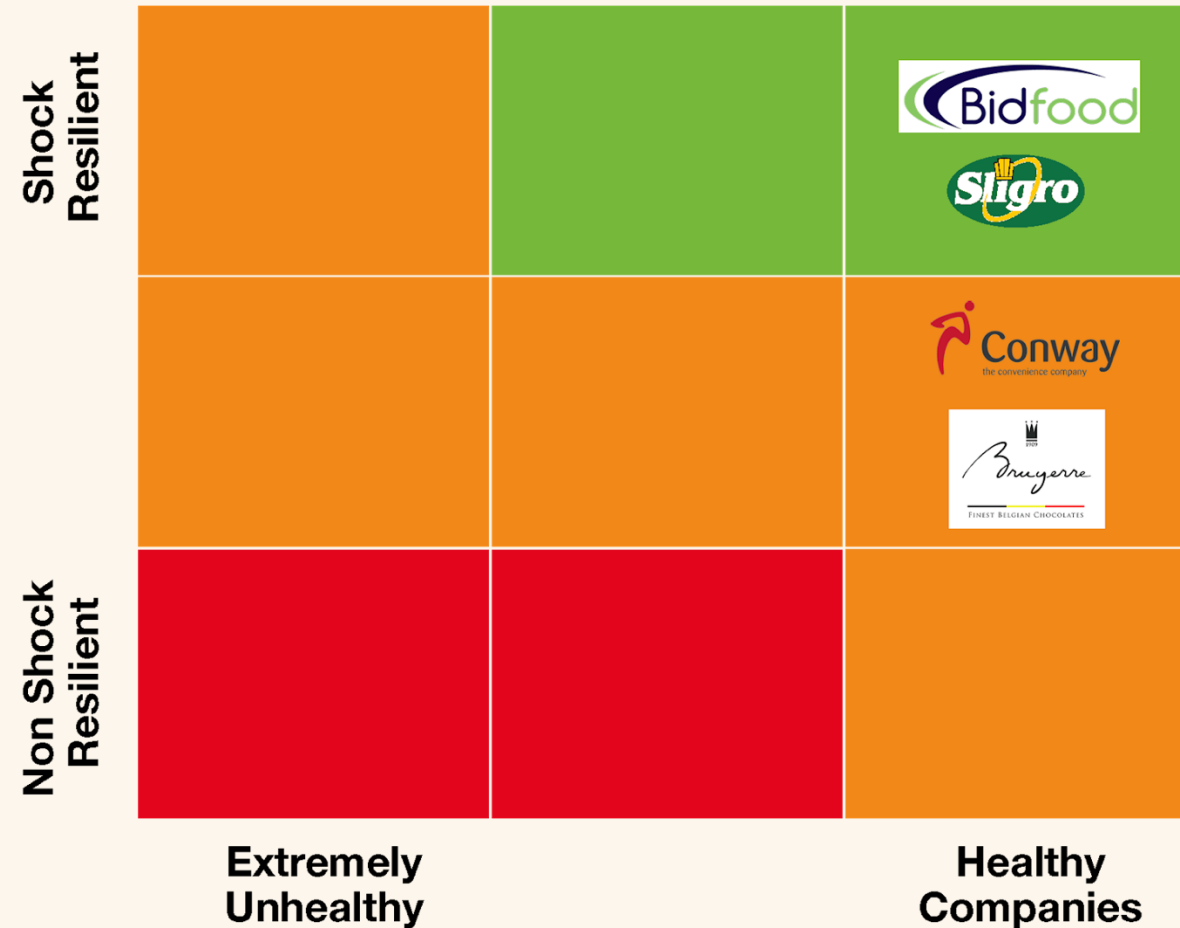


A fragile market, with thin margin & limited cash-flow

OPERATIONAL MARGIN %



GRAYDON SHOCK RESISTANCY MATRIX



Future Outlook




**Geopolitics
Crisis**

Oil price ↑
Consumer confidence ↓



**Premium
Boutique
Hotel**



**AI / Tech
use for
Restaurants
Industry**



VDS FOOD, FOSTER FOOD,
DELIDIS, VALFRAIS, BELLA ITALIA,
GIVANA XL, AI FISH

**Wholesale further
Consolidation**



**Social
Experience**



**Value for
money**