

## **Overview**

SSP is the leading dedicated operator of food and beverage brands in travel locations, operating restaurants, bars, cafés, food courts, lounges and convenience stores in airports, train stations, motorway service areas, shopping malls, conference centres and other leisure locations.

With a heritage stretching back over 60 years, today SSP has more than 30,000 employees, serving over five million customers every week. It has business at over 140 airports and over 250 rail stations, and operates more than 2,150 units in over 30 countries around the world.

SSP operates an extensive portfolio over 200 international, national, local and speciality brands. These include Upper Crust, Starbucks, Caffè Ritazza, Burger King, M&S Simply Food, Bonne Journée, Pizza Hut, Caviar House & Prunier, and leading Japanese noodle brand Ajisen Ramen as well as stunning bespoke concepts such as the Montreux Jazz Café in Geneva and the Bambini Wine Room in Sydney. Its brand portfolio is tailored for each specific location, depending on variables such as passenger profile, consumer need states, location type, size and design.

## **Revenue by sector**

47% of SSP's business comes from the airport sector, with 44% from rail operations.

## **Countries of Operation**

Australia, Belgium, Cambodia, Canada, China, Cyprus, Denmark, Egypt, Estonia, Finland, France, Germany, Greece, Hungary, India, Ireland, Jamaica, Netherlands, Norway, Poland, Russia, Singapore, Spain, Sweden, Switzerland, Taiwan, Thailand, UK, USA, UAE

## **Financial Highlights**

£1.5bn in sales in 2009  
(£1.4bn in sales 2008)

## **Executive Board**

- Andrew Lynch, Chief Executive Officer - SSP
- Jonathan Davies, Chief Financial Officer - SSP
- Chris Rayner, Human Resources Director - SSP
- Noel Toolan, Chief Marketing Officer - SSP
- Nick Inkster, CEO, SSP Northern & Western Europe
- Tony Keating, CEO, SSP UK
- Johann Weinzettl, CEO, SSP Central Europe & Middle East
- Leslie K. Cappetta, CEO, SSP America
- Sukh Tiwana, Commercial Director - SSP

## **Ownership**

SSP is owned by Swedish private equity investment company, EQT.

## **People**

SSP employs thousands of people worldwide, from baristas to Michelin-starred chefs.

### *FTX (Food Travel Experts) Service Programme*

The FTX Service Programme is an integrated approach designed to improve SSP's operational performance by promoting great customer service. It is independently measured by the FTX Mystery Customer Programme, in which mystery visits to SSP operated units are made by actual travellers – so providing highly valuable and actionable feedback.

### *The SSP Academy*

SSP is continuing to develop and roll out its training framework, the SSP Academy. The core training and development offer for its operational teams, the Academy provides a roadmap of succession programmes that are enabling SSP to improve not only the number but crucially the quality of the people it promotes internally.

As the majority of our business is concentrated in the transport sectors, we also hire a large number of seasonal workers during peak periods.

## **Onboard catering and logistics: Rail Gourmet**

Rail Gourmet is one of the world's leading providers of rail catering services. The company is based in the UK, with contracts in the UK, Ireland, Belgium, Norway and Finland. It also operates a number of cross-border operations with Eurostar (London, Paris, Brussels), and with Thalys (Brussels, Paris, Amsterdam, Cologne).

## **History**

The SSP of today evolved from several businesses, including a UK on-station rail business that can be traced back to the 1940s and an airline catering business once owned by the Scandinavian airline SAS. It first emerged as a leading global travel food and beverage operator in the mid-1980s, and, then known as Select Service Partner, was acquired by Compass Group Plc in 1993. As the consolidated travel arm of this major contract catering company, the business continued to grow until it was represented in rail stations and airports in 26 countries at the time of its sale to Swedish private equity EQT firm in mid-2006.

## **SSP Group Board profiles**

### **Andrew Lynch** *Chief Executive Officer - SSP*

Andrew is Chief Executive Officer of SSP. Andrew was a Group Board Director of Compass Group PLC for 9 years from 1997 until September 2005, initially as Group Finance Director and from 2004 as CEO of SSP. Andrew led SSP through the sale process from Compass in June 2006 and now heads the company under its private equity owner, EQT.

Andrew has been involved in the foodservice industry since 1988 when he joined the management buy out team of Travellers Fare, the food retail arm of British Rail. Andrew is a Non-Executive Director of DSGi plc. He has previously worked for Prudential Corporation PLC and KPMG.

### **Jonathan Davies** *Chief Financial Officer – SSP*

SSP's Chief Financial Officer Jonathan attended Portsmouth Grammar School in England and studied chemistry at Oxford University. He began his career in 1984 with Unilever on its management development programme, working at Van den Bergh Foods.

In 1987 Jonathan joined a start-up strategy consulting group, OC&C, which he helped to grow over the next 8 years to become a business with over 50 staff in London and several European offices. The majority of his work was for FMCG and retail clients. During this time he also took a 12 month break to study for an MBA, at INSEAD in France.

In 1995 Jonathan joined Safeway, the UK supermarket group, as Planning Director and joined the Operations Board as Finance Director in 1999. During his time at Safeway, Jonathan was involved in the successful turnaround in the performance of the business between 1999 and 2002 and ultimately the sale of Safeway to Morrisons plc. Jonathan joined SSP as CFO in 2004.

### **Chris Rayner** *Human Resources Director – SSP*

Chris began his career in retail management with J Sainsbury PLC before moving on to join Texas Homecare, then part of the Ladbroke Group. Chris held various roles in Store Management and then management development within the

Ladbroke Group. Chris joined Coopers & Lybrand HR consulting in 1994 advising businesses on planning and implementing change in their organisations.

He moved to Granada Motorways and was appointed Human Resources Director for Motorways in 1996, with responsibility for quality and customer service. In 1999 he became Human Resources Director for the Granada Restaurants Division, which included contract catering, roadside restaurants and motorways. Following the merger of Compass and Granada in 2000 Chris spent three years as Human Resources Development Director with responsibility for development and succession of the senior management team and internal communications. In 2003 he was appointed to the position of Human Resources Director, SSP.

**Noel Toolan** *Chief Marketing Officer – SSP*

SSP's Chief Marketing Officer, Noel has spent over 25 years working in international marketing across Europe. This included extensive periods focusing on product marketing, brand marketing and strategic business planning. Noel has held several senior international marketing roles in different organisations, including at Diageo, where he was head of worldwide marketing for Baileys. He was also managing director of Metaxa International. Noel worked for Proctor and Gamble in Geneva and spent three years as head of marketing at the Irish Tourist Board in the 1990s. Noel joined the Board of SSP in December 2007.

**Nick Inkster** *CEO - SSP Northern & Western Europe*

CEO SSP Western Europe division, France and Benelux, Nick graduated from University of Surrey with an Honours degree in Hotel & Catering Administration, and subsequently spent many years working in both the hotel and restaurant sectors with Whitbread, Ladbroke (now Hilton) Group, Harry Ramsden's and Scotts Hospitality.

Nick joined Compass Group in 1991, initially as MD of SSP UK Airports, becoming President of SSP North America and then MD SSP International, developing new concessions markets around the world and integrating the newly acquired business of Louis Catering. In September 2004 Nick was appointed CEO of SSP France and took on responsibility for SSP's business in the Benelux countries. In November 2007 Nick was appointed CEO SSP UK Airports, retaining his responsibility for France and Benelux. In December 2008 Nick's role was extended to include Spain as well as new markets in the region.

**Tony Keating** *CEO - SSP UK*

Tony graduated from Manchester's Hollings College with a degree in Hotel and Catering Management in 1982 and joined British Rail's Catering operation, Travellers Fare as a Management Trainee. He took on various roles for Travellers Fare, principally in operations and marketing before becoming Managing Director of the business in 2000.

Today, Tony is responsible for SSP's UK operations of over 700 units including the Airports and Railway station businesses, the Millie's cookies retail chain as

well as Rail Gourmet, which focuses on 'On board' train catering and logistics in UK and Europe.

**Johann Weinzettl** *CEO – SSP Central Europe and Middle East*

CEO of SSP's Central Europe and Middle East division, Johann graduated from the Hotel and Tourism Management School in Salzburg, Austria in 1975. He began his working life in the hotel business, working for InterContinental Hotels and Sheraton in Austria, Germany, Kuwait and Turkey. Johann joined SSP in 1992, in Turkey, as Area Manager Airport Restaurants. He then moved to the then Head Office in Copenhagen as VP Operations and in 2000 he became head of the SSP Global Business Team in Chertsey, UK.

In April 2004, Johann was appointed CEO of Central Europe and he is now based in Frankfurt. He also has overall responsibility for SSP's Eastern European and North African business, as well as the Middle East.

**Leslie K. Cappetta** *CEO – SSP America*

Les was formerly the Executive Vice President of Business Development and Design and Construction at HMS Host. While with HMS Host, Les managed a development staff responsible for new contracts, landlord relations and improving portfolio real estate values. He was also responsible for Communications and Alliances / Compliance. Prior to working with HMS Host, Les worked with Marriott Hotels, American Security Bank, and United Parcel Service. Les serves on several association and corporate boards, holds undergraduate and graduate degrees in finance and economics.

**Sukh Tiwana** *Commercial Director – SSP*

Group Commercial Director, Sukh started his career with Imperial Inns and Taverns. He joined Sutcliffe Catering in 1987 working in the payroll department. Within two years he transferred to the finance department managing various aspects of the balance sheet and progressed to Group Financial Controller for Sutcliffe Catering Group.

He qualified as a CIMA Accountant in 1991. Following the acquisition of Forte Hotels by Granada in 1995, Sukh was appointed Finance Director of the newly created Granada Purchasing Limited. Two years later he was appointed Finance and Commercial Director adding Non Food Purchasing responsibilities for Granada Television, Forte Hotels, Granada Technology, Granada Motorways and Sutcliffe Catering, managing a spend in excess of £500m p.a. Following the merger of Compass and Granada, Sukh was appointed Commercial Director responsible for developing a separate purchasing services business for third parties. During this time Sukh also gained an MBA with Oxford Brookes University.

In 2002, Sukh was appointed Managing Director of Compass Purchasing UK, managing spend of £1bn p.a. He was invited to join the UK Board in September

2003. In August 2004 Sukh was appointed Commercial Director of SSP. Sukh's core responsibilities include supply chain and category management.